

# **THE DISTRICT OF COLUMBIA'S STRATEGIC TWO-YEAR WORKFORCE INVESTMENT PLAN**

**For Title I  
Of the Workforce Investment Act of 1998  
and the  
Wagner-Peyser Act**

**For the period of  
July 1, 2005 – June 30, 2007**



**THE HONORABLE ANTHONY A. WILLIAMS  
MAYOR**

**DISTRICT OF COLUMBIA WORKFORCE  
INVESTMENT COUNCIL**

**DISTRICT OF COLUMBIA TWO YEAR STRATEGIC PLAN FOR TITLE I OF THE WORKFORCE  
INVESTMENT ACT OF 1998 AND THE WAGNER PEYSER ACT**

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## Planning Development Process

### **Describe, in one page or less, the process for developing the State Plan**

1. ***Include (a) a discussion of the involvement of the governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the State Plan (§§112(b)(1).)***
2. ***Include a description of how the State handled public comments. ((§§111(g) and 112(b)(9).)***

The initial planning process for the District of Columbia's Two Year Strategic plan was set in motion on January 19, 2005 with a conference call between the Department of Labor and the states within Region 2. This discussion focused on the WIA State Planning Guidance, draft timelines and the Federal goals for the workforce investment system for this two year planning cycle. On March 18, 2005, The District of Columbia Workforce Investment Council (DCWIC) conducted its quarterly public meeting at which time the development of the Workforce Investment Act/Wagner-Peyser Two-Year State Strategic Plan was discussed and outlined with its membership. The Executive Committee of the Workforce Investment Council was responsible for oversight of the plan development process and ensuring that the Plan complied with the Federal guidelines.

Development of the State Plan was truly a collaborative effort on the part of the Mayor and the Workforce Investment Council. A working group comprised of staff representing the DCWIC, the Department of Employment Services (the Mayor's Administrative Entity) and managers of the local DC Networks One-Stop Career Centers conducted weekly working sessions to develop and review the various components of the Plan. The Plan contains the most current data and information available from all required One-Stop partners, the Mayor's Economic Development agencies, DC Public Schools, The State Education Agency, the District of Columbia's Chamber of Commerce and numerous other partners and stakeholders.

The Plan identifies the most critical challenges facing the District's employers and job seekers and outlines the strategies and opportunities that the public workforce system will utilize in order to develop and implement a more demand-driven workforce system. One such strategy will be to utilize the flexibility provisions of the Workforce Investment Act through the waiver process. For the first time under the Workforce Investment Act, the District is requesting approval of strategic waivers to improve services to its employers and job seekers. These proposed waivers will be a priority focus of the DCWIC during the next two years.

The DC Workforce Investment Council's Executive Committee conducted its review of The Workforce Investment Act/Wagner-Peyser Two-Year State Strategic Plan from May 6 through May 12, 2005. Upon completion, the draft plan was posted on the Department of Employment Services website ([www.dcnetworks.gov](http://www.dcnetworks.gov)). It will be available for public comments through May 30, 2005. All comments and suggestions received from the Workforce Investment Council and/or public comments will be consolidated and forwarded to the U.S. Department of Labor, Employment and Training Administration, Region 2. In addition, the working group will reconvene to review and revise the appropriate portions of the Plan.

## **State Plan Content**

- I. Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)***

The District of Columbia has entered an economic renaissance, experiencing its most robust economy in six years. Having a workforce that is competitive and marketable in an emerging, employer-driven economy will be crucial to maintaining and advancing the economic health of the District. The District's workforce investment system is primed to actualize Mayor Anthony A. Williams' vision for self-sufficiency and "economic opportunity for all." The strategic formula for achieving this goal will apply economic development, workforce development, and customized literacy and training factors to arrive at workforce solutions.

Under Mayor Williams' leadership, significant steps have been taken towards creating conditions necessary for economic revitalization. The Mayor has implemented broad-based initiatives that directly support the President's mandate for "creating conditions in which jobs are created, and people can find work." Economic development has moved to a legislative forefront influencing not only how workforce development is practiced; but how creativity in leveraging resources and partnerships is exercised.

In recent years, dramatic changes have occurred at all levels of the District's workforce development system. The examples listed below are a few of the changes shaping the emerging demand-driven workforce development system:

- The initial steps taken by the Mayor's Workforce Investment Council (DCWIC) in developing the District's demand-driven system began with a federal Sector Initiative Planning Grant. Resources were dedicated to identify high-growth sectors and research the employment and training characteristics and requirements of those industries. The results provided the DCWIC with specific information to further guide and direct the investment of District resources;
- The launching of a *Lifelong Learning Initiative*, a \$20 million, three-year, citywide program designed to help at least 10,000 residents achieve their learning goals;
- The implementation of *Project Empowerment Plus*, a pilot program to help 200 recently-released serious and violent ex-offenders achieve economic self-sufficiency;

- Local legislation that will provide \$20 million in new funding to help the chronically unemployed get market-driven jobs, emanating from economic development projects, slated to begin in 2005;
- The funding of more than \$120 million in *tax increment financing* to developers for economic development and job creation in District neighborhoods;
- The integration all major workforce development programs under common definitions in one Internet-based operating system; further, Workforce Investment Act, Wagner-Peyser, and Unemployment Insurance staffs have been cross-trained to eliminate duplication in one-stop operations;
- DOES' *Faith and Community-Based Initiative*, which was established in response to the President's call to level the playing field for faith and community organizations, includes representatives interested in workforce development activities in their communities. A Mobile One-Stop van is available to take virtual one-stop services to any community;
- In March 2001, DOES launched *D.C. Virtual One-Stop (DCVOS)*, a web-based system that provides tools for case management, job matching, federal reporting, provider registration, and consumer reporting. DCVOS is available to job seekers, employers, and staff from any location in the world at [www.DCNetworks.org](http://www.DCNetworks.org). The case management system will be accessible to partners and providers via the Internet in the near future;
- This year, DOES established a *Business Services Team* and staff it with qualified Account Executives to support existing and new District businesses;
- The Mayor's Workforce Investment Council (DCWIC) conducted an extensive review of the DOES one-stop system and one-stop centers and provided each of the District's full service one-stop centers with a two-year certification;
- To help identify current employer demand, the DCWIC and DOES contracted with the Geographic Solutions and the Neilson Corporation to conduct a Washington metropolitan area labor market survey. The results were subsequently posted on [www.DCNetworks.org](http://www.DCNetworks.org) ;
- Under the direction of DOES, on-site partnerships have been established with CVS/pharmacy and Manpower Professional, and through [www.DCNetworks.org](http://www.DCNetworks.org) virtual partnerships have been established with WashingtonPost.com and with other Internet job search providers such as Hot Jobs.

Between 2000 and 2004, the District experienced a 3.4% increase in job growth, producing a total of 22,000 new jobs. However, less than one third of the 672,400 jobs are currently held by residents. The remaining two-thirds of current jobs are held by non-residents, primarily residents of the suburban and exurban areas of the adjacent states of Maryland and Virginia. Although the workforce system has made significant gains during the first five years of the Workforce Investment Act, efforts to reduce unemployment have been hampered by the existence of a significant population cohort that is unable to productively participate in the workforce.

The District of Columbia's State Education Office reports that thirty-seven percent (37%) of residents (the highest percentage in the United States) function at the lowest adult literacy levels. Of this cohort, 61% of adults read below an 8<sup>th</sup> grade level. The sobering reality is that there is a non-resident workforce who possesses the education and skills District jobs require. Consequently, they acquire the jobs and local residents do not. Hence, the District's most significant challenge is to assist a large segment of its unemployed workforce, that lack the education and skills necessary to secure jobs, gain the skill sets needed to obtain high-growth/high-demand jobs.

A second, more daunting challenge will be to narrow this employment gap within the framework of the District's narrow economic base. According to the 2000 Census, the District ranks first (18.8%) in the nation in the share of professional, scientific, and management service jobs driving the states' economy. The national average is 9.2%. At more than twice the national average, it is projected that professional occupations will make up more than 40% of expected new job growth. Much of the expected growth will be related to the federal government, the predominant employer driving the District's economy, which has a disproportionately high concentration of advanced skill level jobs. Conversely, District jobs requiring entry-level skill sets are 14% less than the national average. Moreover, less than one quarter of the District's projected job growth is forecasted for jobs requiring entry-level skills.

The District's workforce investment system has been charged with supporting the Mayor's economic development goals of economic diversity and 'resident' revitalization. We recognize that continuing to promote 'job first' strategies for a 'last choice' workforce will ensure that significant segments of our labor force will remain wedged in an occupational skills vacuum. The mission for the public workforce system is clear—to be the leader in the development of public solutions that will result in a skilled labor pool that is prepared to respond to the needs of local and regional employers.

Achieving this goal requires a change in the design and delivery of workforce development services. In 1998, Mayor Anthony A. Williams designated the District of Columbia's Workforce Investment Council (DCWIC) and the Department of Employment Services (DOES) to serve as catalysts for cultivating the District's human capital into a vital and dynamic labor pool tailored to the

needs of businesses directly linked to the future and economic stability of the District and its residents.

### An Enhanced Framework for the District's Public Workforce System

The Mayor's vision of economic growth and individual self-sufficiency has provided an outline for the enhancement of the District's workforce development system—*DCNetworks*. Streamlining, strengthening, and integrating existing relationships with public and private partners are a key element for actualizing the Mayoral vision. All partners of the District's workforce investment system have embraced the following guiding principles to strengthen the foundation upon which *DCNetworks* was built. Adopting the federal vision, *DCNetworks* will redouble its efforts to focus on demand-driven relationships, competency based systems, customer-focused service strategies and outcome-oriented program designs.

- *Demand-driven relationships:* *DCNetworks* services will be responsive to evolving employer needs. Service strategies and practices will be rooted in and validated by sound and incisive labor market information analysis. Services will be geared toward meeting the needs of high-growth, high-demand industries. Further, the *DCNetworks* system will be held to stringent performance standards that will encourage system flexibility and continuous improvement. Flexibility and continuous improvement will drive performance. *The goal will be—employer relevance.*
- *Competency-based systems:* It is clear that the emerging District economy places a premium on high-level, occupationally-relevant skills. Accordingly, the skill sets that the economy demands will be identified and the training and literacy instruction offered through *DCNetworks* will be customized to match the demands of the market. The system will emphasize identifying, developing, and evaluating training providers with proven curricula who can successfully prepare District residents for 21<sup>st</sup> century jobs. *The goal will be—labor force competence.*
- *Customer-focused service strategies:* Employer satisfaction will be as crucial to expanding opportunities for the District's labor pool, as will be labor pool preparation. Listening to our customers as we improve the quality of our services—focusing on responsiveness, accountability and continuous review—will be critical to providing specialized, credible services to employers. Using our account executive teams, *DCNetworks* will focus on establishing and sustaining a business friendly, customer-focused environment that understands and responds to the needs and cultures of employers. *The goal will be—employer satisfaction.*
- *Outcome oriented program designs:* Evaluating the performance of training providers and program contractor will be key to assessing if employer training demands are being met. DOES will use the full

capabilities of DCVOS to collect the applicable real-time information on job placement and employer satisfaction. That feedback will be reflected on our on-line Consumer Reporting system so that customers can choose efficacious training. Moreover, that feedback will be available for the DCWIC to use to set policy that ensures that the District is producing the “right workers with the right skills at the right time.” The goal will be—*workforce system relevance*.

***A. What are the State’s economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)***

Mayor Williams’ three-point plan for economic development calls for the District to expand and diversify the economy, promote neighborhood revitalization, and provide economic opportunity for all residents. Attracting and retaining business is critical to achieving the goal of expanding and diversifying the economy. The Mayor’s strategy of promoting the exceptional business climate, outstanding quality of life, and proximity to the Federal government found in the Nation’s Capital has been bolstered by the District’s unprecedented prosperity. In the future, the District will continue to be marketed as the hub of the region that is fast becoming the center of the global economy.

To support this, business attraction and retention strategies have been implemented to halt the outflow into the suburban areas. Attracting industries that add to the District’s economic base and provide employment opportunities that are attainable for an underdeveloped workforce will ensure that residents benefit from the District’s growing prosperity. Supporting employers and attracting new businesses adds to the economic health of the District and expands the local tax base.

To that end, the Mayor has created a DC Business Attraction and Retention Team operating out of the city’s Office of Planning and Economic Development, to facilitate timely responses to business requests, as well as to establish and coordinate outreach strategies for attracting major businesses. In addition, the Mayor has supported several business and retention task forces, intra-governmental workgroups, sector driven initiatives, outreach and marketing strategies, and tax incentives to reinforce the District’s attraction and retention package.

**Business and Technical Tools**

An essential element supporting the District’s economic development strategy is a creative menu of tax incentives. Offering incentives that are financially beneficial to help new and existing businesses achieve their bottom line is a compelling enticement for business. The following outlines the District’s tax incentive offerings:



- *Tax abatement programs*—tax exemptions to existing or emerging District businesses locating within targeted revitalization areas,
- *Enterprise Zone (EZ) programs*—incentive programs to stimulate economic growth and job creation in depressed areas of the District,
- *Low interest revenue bond*—a program that provides below market interest rate loans to qualified private enterprises,
- *Tax credits for hiring residents*—businesses are eligible to claim the Federal tax credits, as well as local Enterprise Zone credit when they hire residents.
- *Bond financing for mixed use projects*—Tax Increment Financing (TIF) provides incentives to private developers to stimulate investment in areas which have difficulty attracting development.

In addition, the workforce development system partners provide technical assistance to new and existing businesses as they work to navigate the District’s complex regulatory process. DOES account executives and other public and private agencies represented on the DCWIC consult with business and assist with business-specific priorities. Receipt of such user-friendly ‘no cost’ services is an advantage for business in a competitive labor market. The following represents a sample of technical assistance available to interested businesses:

- Information on business assistance programs
- Assistance understanding and navigating the licensing system
- Consultation on unemployment taxes, wage hour standards, tax credit programs
- Presentation of customized training requirement

***B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor’s vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State’s cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State’s business and industry? (§112(a) and (b)(4)(A-C).)***

Mayor Williams has called for the elimination of program duplication across local workforce development agencies. Formerly non-existent, dozen of collaborations between local human service, employment service and housing entities and their private partners exist. Recently, the Mayor tasked his Workforce Investment Council with the responsibility for identifying all of the workforce investment resources coming to the District and determining if they were being effectively administered. To support DCWIC’s efforts, coordination of the research, which touched every city agency’s budget office,

was directed by staff working out of the Office of the Deputy Mayor for Economic Development.

The initial outcome of that effort was the production of the District's first "Resource Map of Workforce-Related Programs." The Mayor views the results of this initiative as a critical tool to promote, advocate and facilitate a higher level of integration of services and collaboration of programs. As in most states, the District's workforce board is a convener, and facilitator. However, in this instance, the Mayor has empowered the DCWIC to become a change agent who will oversee and direct a more innovative, effective and efficient use of resources, and ensure that programs outside of the WIA system provide coordinated services that are outcome-driven and responsive to the workforce needs of District employers and job seekers.

From the Resource Mapping initiative the Mayor determined that while some duplication was present, federal resources were simply insufficient, or too prescriptive to address many of the challenges presented by the District's areas of chronic unemployment.

In the spring of 2005, the Mayor introduced a comprehensive legislative package that authorized the deployment of a number of intervention strategies and programmatic approaches to complement the federal Workforce Investment Act programs. When enacted, the legislation will help the local hard-to-employ overcome their barriers to employment, successfully compete in today's labor market, and achieve economic self-sufficiency. In addition, the legislation contains elements that encourage District businesses to expand hiring of residents and become full partners with the District government in its efforts to revitalize the city's economy and create new job opportunities.

The legislation proposes the creation of a Job Opportunity Bank financed by contributions from businesses and non-profits that receive District government assistance. The funds generated from this levy will be maintained in an account administered by DOES. The purpose of the Bank will be twofold: 1) to increase job opportunities for the unemployed and provide educational and occupational skills upgrading to increase the employability of low-income District residents; 2) to provide skills training for incumbent workers and support customized training initiatives for employers. Individual businesses, business coalitions, or non-profit organizations that have partnered with a business or coalition of businesses will be eligible to apply for workforce development grants from the Bank. Low-income, skills-deficient residents will also be eligible for job training assistance through this Bank.

The legislation looks to replicate recent program successes serving local welfare recipients and ex-offenders, testing the same strategies with other residents with employment barriers. Formerly called public-service employment (PSE), this "old" concept, it has been revamped in recent years as "transitional employment," designed as an integral element of welfare-to-work programs in many states, including the District. Transitional employment (TE) differs from the PSE model through the addition of

reinforcing program elements including aggressive supportive services, basic education, job coaching, and limited vocational training. On the whole, other, less intensive programs have not succeeded with this population. There is solid evidence that TE has succeeded in moving individuals with multiple barriers to employment into the workforce.

It is estimated that the return of Major League Baseball and the construction of a new baseball stadium will yield hundreds of construction related jobs. The legislation proposed by the Mayor includes funding for a local Pre-Apprenticeship initiative to ensure that residents with educational and skills deficiencies can receive the appropriate remedial services to enable them to qualify for registered apprenticeship programs. Becoming fully credentialed workers provide residents with stable, middle-class incomes, comprehensive fringe benefits, skills that are “portable” to other labor markets, and often, the protections and benefits of union membership.

Under the Mayor’s leadership, increased flexibility and a more focused allocation of local dollars has been necessary to accommodate recent reductions in federal funding. Repeatedly, the Mayor has articulated the need to better align limited resources with the current and future demands of the District’s labor market; leveraging any funds available to ensure more intensive service delivery. In that regard, *DCNetworks* has progressively developed an increasing, in-kind and direct funding infrastructure designed to increase federal service levels.

Interagency partners have co-located within the District’s One-Stop Career Centers to better achieve efficiency and cost-reduction. Contributing partners are able co-locate service functions to better insure collaborative service delivery, customer accessibility and eliminate redundancy. Equally important, over the first five years of WIA the District’s principal one-stop partner, DOES has orchestrated major changes in its program delivery. DOES has actualized the integrated, “no wrong door” vision first articulated by the Department of Labor. Implemented in 2001, DC Virtual One Stop (DCVOS) is a one-stop case management system, accessed through a common intake that includes all WIA, Wagner-Peyser, Veterans, Unemployment Insurance and Welfare-to-Work programs. DOES has also collaborated in the provision of other workforce services for non-USDOL funded programs including TANF, Apprenticeship and a local ex-offender re-entry program. This approach has maximized federal resources, created greater access to services, increased off-site and on-site self directed services, and has assisted in matching qualified job seekers with the skills and training opportunities necessary to effectively compete in the District’s rapidly changing local economy.

To actualize President Bush’s offender re-entry vision, the DOES partnered with District’s Court Services Offender Supervision Agency (CSOSA) to implement *Project Empowerment Plus*, an employment-driven program that provides life skills/job readiness training before referring serious and violent

offenders for on-the-job training and work experience. A Department of Justice grant was awarded to CSOSA who partnered with the District to broker job readiness training, life skills, and literacy services. To limit redundancy in services and administrative costs, *Project Empowerment Plus* is housed in DOES with access to One-stop Career Center Services. This partnership has reduced the rate of recidivism for program participants, promoted self-sufficiency, and resulted in several hundred ex-offenders going to work.

WIA funds have been leveraged to support the District's efforts to work with hard-to-serve populations through the District's Faith-Based Initiative. The DCWIC received a grant for Faith-based and Community Initiatives. Through the coordinated efforts of the DCWIC, the Office of Faith and Community-Based Partnerships (OFCBP) has developed Memorandum of Understanding (MOU) agreements with local faith organizations allowing them to utilize space in One-Stop Career Centers, reserve the Mobile One-Stop, and access other available services for customers seeking job opportunities in their communities. The subsequent successes of this initiative have maximized the return on investments by producing a fortified workforce pool better able to meet the needs of employers.

Obviously, Mayor Williams has made the improvement of the citizenry's literacy and numeracy skills a priority. Recognizing that literacy is a major pathway to self-sufficiency in the District's economy, he has championed the *Lifelong Learning Initiative* targeted to out-of-school District youth. The Initiative, which is funded by the District's State Education Office, provides each One-Stop Career Center with several literary coaches who provide basic Adult education and GED preparation at no cost. This unique partnership seamlessly integrates education with workforce preparation services addressing the specific needs of the District's emerging workforce whose skills must be aligned with the requirements of the job market. From this initiative more than one-hundred (100) residents have increased academic test scores resulting in GED's or enrollment in desired training programs.

Another successful strategy implement in the District is the co-location of private employers in One-Stop Career Centers. One such example is the successful partnership with CVS/pharmacy. With its regional training center located inside a District one-stop center, thousands of job seekers are exposed to one-stop services and the benefits of DCVOS. The nationally recognized apprenticeship component of the center recently received District State Apprenticeship Council (SAC) approval for the photo-lab technician occupation.

These initiatives notwithstanding, the Mayor has challenged the District's workforce and economic development, education, faith-based and non-profit organizations to continuously seek ways to maximize and leverage the broad array of federal and state resources available for workforce development initiatives to more effectively serve residents.

***C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)***

One of the essential ingredients of a competitive economy is a highly skilled labor force. In turn, one of the essential characteristics of a skilled labor force is a high level of literacy—the ability to read and comprehend, as well as the ability to understand and apply mathematical calculations. Clearly, workforce literacy deficiencies pose a danger to the Mayor's goal of ensuring that all take part in the city's resurgence.

Early in his administration, Mayor Williams concluded that the first component of a successful school-to-career transition system was an effective early childhood development system that provided necessary preschool services. He proclaimed that increasing literacy and lifelong learning pursuits for residents was a priority. He challenged residents to enroll in adult basic education and secondary education programs. In support of these efforts, the Mayor has allocated additional dollars for 'career bound' curriculum development at designated city colleges.

In the District, efforts to reduce the unemployment rate have been hampered by the existence of a significant population cohort that is unable to productively participate in the workforce. The District has a dropout rate that is among the highest in the nation; and, the District of Columbia's State Education Office reports that thirty-seven percent (37%) of the residents (the highest percentage in the United States) are in the lowest adult literacy levels.

To meet this challenge, Mayor Williams has called for system reforms in public education that promote career development. Because of the demographic make up of underemployed and unemployed residents creative, non-traditional literacy initiatives were identified to better respond to population needs.

The Mayor challenged the University of the District of Columbia (UDC) to implement two programs that will achieve his goal. The first has resulted in Lifelong Literacy coaches being placed at community organizations throughout the city, including at the One-Stop Career Centers. The advent of this program has provided immediate access to literacy opportunities to residents who lack this basic component for employment in a demand-driven economy. UDC has also established "Career Academies" in public high schools that encourage at-risk youth to access career bound training and support services. In addition, web-based literacy options are offered through Plato Adult Education GED courses at three of the District's One-Stop Career Centers. Finally, the District's mobile one-stop brings DCVOS Internet capabilities, on-line literacy options and literacy coaches into the neediest communities.

Capturing the benefits of the District's job market requires a local workforce that can master the building blocks of literacy to move from low-wage jobs to self-sustaining careers. Clearly, short-term training solutions are no longer sufficient for developing the caliber of workforce required by a local economy that demands a highly-skilled, educated workforce. Intensive workforce preparation and stabilization approaches that offer support and specialized service coordination will be implemented. Customized training, work experience, and support strategies for preparing unemployed and underemployed residents for entry-level jobs will be emphasized for District residents seeking economic self-sufficiency.

With the Mayor's leadership, the District's workforce preparation system will provide an effective continuum of integrated services that will strategically move this population towards self-sufficiency. The goal is to customize, enhance and sustain workforce capacity that will lead to meaningful and growth-oriented employment. The District will continue to expand and enhance existing systems that will:

- Strengthen the *Adult and Family Literacy Initiative*
- Under gird local workforce preparation legislation
- Expand community and faith-based learning centers
- Double the number of lifelong learning coaches at one-stop centers
- Develop occupational mentorship programs
- Formalize relationships with District high schools and colleges to expand career bound initiatives
- Facilitate the proficiency of limited-English speakers
- Establish transitional employment programs
- Ensure the provision of supportive services through interagency collaboration

***D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)***

Mayor Williams has proclaimed that partnership formulation and maintenance are key to leveraging resources that can systemically impact workforce initiatives. The DCWIC will assist in the development of active, evolving, and clearly defined collaborations between workforce and economic development entities. Resources will be identified to support the workforce system as it shifts from simple placement oriented strategies to workforce solutions that are better aligned with the demands of local business.

Through the DCWIC, as well as other established local business organizations such as the Federal City Council, Board of Trade, and the Chamber of

Commerce, the Mayor has the counsel of business and industry leaders who impact both local and regional economies. They will define the human resource demands of our local economy. Similar collaborations led to innovative and crosscutting partnerships such as the CVS/pharmacy initiative which resulted in the placement of the CVS regional training center in one of the District's one-stop centers. The DOES/ CVS pharmacy concept and attendant apprenticeship program has been recognized by the Department of Labor and was awarded the 2004 National Business Partnership award for outstanding business services.

The Mayor has challenged DOES and the DCWIC to form new partnerships that will define the service delivery needs of the health, construction, retail, and hospitality industries. Systems will be put in place to develop skill standards and employability certifications pertinent to each industry. Approved training providers and regional colleges will be integrated with industry cluster advisory teams essential to curriculum development for workforce courses. The Mayor's vision calls for the workforce system to develop, and expand existing systems that will:

- increase public/private partnerships in and outside of the one-stop system;
- establish workforce and economic development promotional teams;
- support the DCWIC in the development of career skills councils; and
- clarify performance agreements through memorandums of understanding.

***E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112 (b)(18)(A.)***

Mayor Williams has mandated that services to targeted populations be executed in a collaborative manner leveraging all available resources to provide a holistic approach to service delivery. This will ensure a smooth transition of the targeted populations into the labor market, post-secondary education, or advanced training and also decrease the current skill gap within the District's workforce.

The DCWIC and its Youth Investment Council will be the two entities charged with ensuring the implementation and providing oversight as we embark on the transformation of the District's youth services delivery system. The Mayor envisions that this will be accomplished by coordinating the delivery of services among the District's major youth stakeholders (D.C. Public Schools, Department of Employment Services, Youth Rehabilitation Services, Department of Human Services' Children Family Services Agency, Rehabilitation Services Administration, Mental Health and Metropolitan Police Department, and the University of the District of Columbia) to ensure

that the services being delivered offer a variety of educational, interventional, developmental, and employment-related activities. These linkages will be formalized by interagency agreements that will charge Departmental heads with responsibility for service outcomes.

Also, stakeholders' delivery systems will be reassessed to ensure a seamless service delivery system that is demand and outcome driven. In addition, the private sector will be invited to develop youth employment and training programs that are customized to address their needs as well as the targeted populations. Partnerships and collaborations will not only occur between public and private sectors, but also with community and faith-based organizations that have a proven track record in effectively providing employment and training solutions for at-risk youth.

Collaboration is already underway for the delivery of youth services. DOES is currently launching a pilot program with the Office of Youth Rehabilitation Services (YRS) to serve adjudicated youth (14-21) in a re-entry program that is designed to mirror services provided in the District's WIA-funded year-round program. The program is being funded by a grant from the Justice Department.

The Department of Human Services' Children Family Services Agency (CFSA) and its partners have spearheaded an after-care initiative to provide a community-based support network for emancipated youth. Services include housing assistance, work readiness preparation, and parenting supports. Also, CFSA has embarked upon a three-year project in partnership with The Freddie Mac Foundation to design, develop, and implement a community-based system to respond to the needs of youth aging out of foster care. The system is envisioned to enhance the development of an effective public/private partnership to serving this vulnerable population.

Further, the Mayor is proposing in his 2006 budget to appropriate funds to serve out-of-school youth. This proposal is the result of an increase in juvenile homicides and youth violence in the city. Increased funds will allow DOES to further leverage its federal resources in serving this targeted population.

***II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)***

According to the New Economy Index, the Washington, D.C. area ranks sixth of fifty major metropolitan areas in the "new economy." The New Economy Index is comprised of a variety of measures directly and indirectly related to the workforce. It is interesting to note that the D.C. area has the highest rate of jobs that require a bachelor's degree or higher. The Washington D.C. MSA is well ahead of most areas in shifting toward the new economy. In order to maintain



the high ranking, the region needs to stay competitive and constantly seek ways to improve the quality of the labor force.

The District's priorities are grounded in Mayor Anthony A. Williams' assessment of the strengths, resources, and the opportunities that exist in the city and are consistent with his vision to target resources to the neighborhoods and communities where they are most needed. In conjunction with the DCWIC and members of his economic development team, Mayor Williams has established three major workforce priorities for the city:

- Expand and Diversify the Economy
  - Attract and retain business
  - Create a special emphasis on attracting technology
  - Build a demand-driven system that meets the needs of area employers
- Provide Economic Opportunity for District Residents
  - Ensure that District residents benefit from government supported development
  - Strengthen employment opportunities for District residents
  - Improve literacy and lifelong learning among District residents
  - Develop programs that provide pathways to self-sufficiency
- Revitalize Neighborhoods
  - Bring retail to underserved neighborhoods

Washington, D.C. is in the midst of a development boom unparalleled in the District's history. More than \$25 billion in development projects have recently been completed, are under construction, or have been proposed. Development is not just occurring downtown. It is happening across the District and in every market segment including residential, office, retail, and others. Over the past few years, nearly 142 projects, valued at over \$3.8 billion have been completed, and hundreds more are underway.

One such project, slated for kick-off in the next year, is the Anacostia Waterfront Initiative. This initiative is an unprecedented partnership between 18 federal agencies and the District of Columbia to transform land, which has primarily been used for light industrial purposes for the last 50 years, into a vibrant mixed-used development. By investing in this once overlooked, undervalued natural resource, the Mayor will realize his vision of creating thousands of new jobs, new neighborhoods, new residential units, and new office and retail space for the city and its residents. One key element of this economic development project is the construction of a new baseball stadium along the waterfront. Addressing the demands of employers and contractors involved with the stadium is a major component of the Mayor's strategic plan to strengthen and diversify the economic base for the District, to revitalize neighborhoods and businesses, and to increase employment opportunities for its residents. As a result of collaborative efforts between *DCNetworks* partners, the D.C. Sports and Entertainment Commission,

and private employers, more than 1,013 District residents have been hired to work at the current stadium.

Business attraction and retention strategies have been implemented to halt the economic and workforce leakage. Attracting industries that can add to the District's economic base and provide employment opportunities more attainable for the existing workforce will help more residents benefit from the District's growing prosperity. In that regard, the Mayor has prioritized the attraction of national, large scale retail businesses and grocery stores that offer jobs. Currently, the local workforce development system is working with developers and employers regarding the following business major development projects:

- Tivoli Square Project—employers include Giant Food, Target and other retail-- 2007
- RFK Stadium—new ballpark construction--2005 -2007
- Embassy Suites Hotel--2005
- Former Convention Center site -retail, housing and hotel development--2005
- Unified Communication Center Project (old St. Elizabeth's Hospital site)-- 2006
- Station Place—retail, office space and residential-- 2006
- Skyland Center—retail--2007
- Henson Ridge Hope VI Townhouses—residential and retail
- Anacostia Waterfront—retail, restaurants, theaters, construction, light rail, Southeast Federal Center--2005 through 2008 and beyond
- Camp Simms—Giant Food, and other major supermarkets
- Corridors and Boulevards—city wide restoration project—2005- 2007 and beyond

In 2004, the Mayor directed the Department of Employment Services to develop new strategies to assist local businesses navigate the government's bureaucracy. Acting on that directive, the department became a part of the Department of Labor's National Business Learning Partnership. Serving as a protégé' to the State of Utah, the District's Business Services Office benefited from guidance provided by the State of Utah in refining its strategies to improve business participation in the one-stop system; improve the integration of Labor Market Information in the one-stop system; develop mechanisms to solicit and utilize feedback from employers to improve service delivery to employers; and to generally improve the District's business services structure and functionality.

As we move forward, DOES Business Services staff, with the DCWIC and the Office of Local Business Development will begin to develop and expand our demand-driven approaches to:

- mobilize public and private partners to stimulate job growth and promote economic development in the local region;
- market federal and local incentives to encourage the hiring of an emerging workforce;

- customize recruitment services to obtain employer-specific workforce candidates; and
- provide ‘anytime’ employer services through the District Virtual One Stop ‘virtual recruiter’

In another demonstration of his commitment to meeting the demands of local business, Mayor Williams recently introduced the “Way to Work Act of 2005 ” to assist the public workforce system to achieve his priorities. This Act is a comprehensive legislative package that contains elements that encourage District businesses to expand hiring of District residents and to become full partners with the District government in its effort to revitalize the city’s economy and create new job opportunities. Some of the initiatives that will be implemented as a result of the Act are:

- ***Creation of a Job Opportunity Bank*** – the Job Opportunity Bank will serve two main purposes (1) to increase job opportunities for unemployed and skills upgrading to increase the employability of low-income District residents in demand occupations; (2) to provide skills training for incumbent workers and customized training for employers.
- ***Enhancement of the District’s First Source Employment Law*** – The First Source Program is a local hiring program which promotes the hiring of District residents. It is a cooperative effort between businesses and the City to insure that District residents have the first opportunity to apply for and be considered for jobs. This program has played a vital role in economic growth of the District by expanding employment opportunities for city residents.
- ***Expansion of the local Pre-Apprenticeship Program*** –The Pre-Apprenticeship initiative will ensure that residents meet the educational requirements need to qualify for registered apprenticeship programs with local contractors working on a variety of development projects.
- ***Creation of a Transitional Employment Program*** – Based on the District’s successful experiences serving welfare recipients and ex-offenders, this program strategy differs from the historic PSE program model through the addition of reinforcing program elements including aggressive supportive services, basic education, job coaching, and limited vocational training.

In order to satisfy the demands of local employers, the District must make use of a comprehensive workforce strategy that provides the hardest-to-employ with career paths that will lead to self-sufficiency and provide the business community with a pool of qualified workers.

Mayor Williams has committed to making adult literacy a major priority for the District. He acknowledges that literacy and education in general, are critical to the economic well being of the city. Through his Adult and Family Literacy Initiative he has charged the workforce system and the State Education Agency

with developing and implementing data-driven strategies to address the needs of the system as well as the program participants.

The Mayor has implemented the “Hot Spots” initiative,” an aggressive program to combat crime and to ensure that all neighborhoods are clean, safe, healthy, and economically vibrant. This initiative brings together dozens of city government agencies and private and non-profit entities to focus on the conditions that contribute to persistent problems in these neighborhoods. *DCNetworks* partners have played an integral part in this endeavor. Job fairs, training, and other workforce development services have been provided in these neighborhoods.

The “Hot Spots” initiative” has produced impressive results in a relatively short time. Crime has declined, quality of life problems have been addressed, and new economic development services have been introduced in an effort to transform these persistent problem areas into new communities where residents can safely live, shop, and work.

### III. State Governance Structure (§112(b)(8)(A).)

#### A. Organization of State agencies in relation to the Governor:

- 1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.***

(See Attachment E)

- 2. In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.***

Since the inception of the Workforce Investment Act, the District of Columbia has made great strides in strengthening its public workforce investment system. The agencies have worked in partnership to reduce many institutional barriers, including differing cultures, points of view, mandates, and performance measures which in the past had prevented them from working as a cohesive service delivery system. With the exception of the University of the District of Columbia and the D.C. Public Schools, all of the workforce entities fall under the direction of the Mayor. The agencies within the public workforce investment system are:

- The Office of the Mayor
- The Deputy Mayor for Planning and Economic Development
- DC Workforce Investment Council (DCWIC)
- Department of Employment Services (DOES)
  - Adult Title 1 Services

- Youth Title 1 Services
  - Dislocated Worker Services
  - Wagner-Peyser (Job Service)
  - Veteran (DVOP/LVER Program)
  - Unemployment Compensation (UI)
  - Pre-Apprenticeship and Apprenticeship programs
  - Senior Community Service Employment Program
- Department of Human Services (DHS)
  - Vocational Rehabilitation Services
  - Temporary Assistance for Needy Families
  - Food Stamps Employment & Training
- University of the District of Columbia (UDC)
  - State Education Agency (SEA)/
  - Adult Education & Family Literacy
- Department of Mental Health
- Department of Housing and Community Development
  - Community Development Block Grant
- DC Public Schools
  - Carl Perkins
- Office of Aging
- DC Housing Authority
  - HUD employment & Training Programs

Through a myriad of programs, initiatives, and services the Mayor has charged these District agencies to bring together state/local resources to more holistically serve customers needing the public workforce investment system. Examples of District service integration models are:

### **Neighborhood Services**

The Mayor has identified concentrated persistent problem areas or “Hot Spots” within the District. Two major problems discovered within these “Hot Spot” were high unemployment and high poverty levels. In 2004, Neighborhood Teams were created consisting of representatives from 15 District agencies who work collaboratively to identify, create, and implement plans to resolve the persistent problems in the identified “Hot Spots.” Their mission is to better coordinate the delivery of services and partner with the communities to resolve the economic, employment, and illegal crime issues plaguing the areas.

### **Partnership for Employment (Faith-Based Initiative)**

A key Mayoral collaborative effort currently occurring in the city is the “Partnership for Employment” Developed by the DCWIC, CVS/pharmacy, DOES, six faith and community-based partners, the Water and Sewer Authority, and its LSDBE contractors, this partnership provides job readiness skills, mentoring, social service assistance, and employment opportunities to 150 residents. The ultimate goal is to assist

the District's hard-to-serve population to gain employment with the District's Water and Sewer Authority.

### **Walter Reed REALifelines**

The Recovery and Employment Assistance Lifelines (REALifelines) program was created by DVOP/LVER staff in DOES and adopted as a joint project by the U.S. Department of Labor, the Bethesda Naval Medical Center, and the Walter Reed Army Medical Center. REALifelines features a seamless, personalized assistance network to ensure that seriously wounded and injured service members who cannot return to active duty are trained for new careers. A key component of the program is the provision of services available through the District's One-Stop Career Center system. In addition to assisting wounded veterans, job training and employment service are also made available to spouses in families that have suffered an active duty casualty, as well as to family members who have temporarily left their jobs to be with their loved ones during recovery.

### **Ex-Offender Re-Entry Program**

The Mayor directed DOES to meet with the Court Services and Offender Supervision Agency (CSOSA) and the Pretrial Services Agency for the District of Columbia (PSA) for the purpose of establishing a formal Memorandum of Understanding (MOU) to establish an employability development program for District ex-offenders. Called Project Empowerment II, the program provides intensive employability development services to a select group of serious and violent ex-offenders in order to enable them to transition into sustainable unsubsidized employment and to achieve financial self-sufficiency.

**Mayor's Workforce Investment Council (DCWIC)** - Mayor Williams, created the District of Columbia Workforce investment Council (DCWIC) in 1999. The DCWIC is a public-private partnership consisting of a majority of private sector business, the directors of the Departments of Employment Services, Human Services, Housing, Community Development, and the D.C. Housing Authority; the Superintendent of the D.C. Public Schools; the President of the University of the District of Columbia; faith and community leaders; labor leaders; and several District of Columbia Council Members. Following the WIA mandate, the ultimate goal of the DCWIC is to increase the employment retention, earnings, and occupational skill attainment of residents by continuing to lead the charge for improvement on career information, counseling, job search assistance, and demand-driven training options.

A system for achieving service integration has been instituted throughout the agencies participating in the public workforce investment system. These agencies are implementing extensive inter-agency referrals. The

referral process has reduced duplicative services and increased the customer and staff knowledge base. Since agencies within the public workforce investment system often share special demographic populations, the referral process is widely utilized to provide customers with a more holistic and integrated service approach.

Additionally, some District agencies have opted to co-locate with other agencies. This has facilitated greater accessibility to shared populations and offered customers easier access to inter-agency professionals, services, materials, and support services. One such example is the University of the District of Columbia (UDC) which is responsible for adult education and family literacy programs. UDC has placed literacy coaches in the District's One-Stop Career Centers to serve customers who need literacy remediation.

***B. State Workforce Investment Board (§112(b)(1).)***

***1. Describe the organization and structure of the State Board. (§111.)***

In accordance with Mayor's Order 99-85, dated June 2, 1999 (Attachment F), "the District of Columbia Workforce Investment Council is a public-private partnership group empowered to advise the Mayor and District Government on the development, implementation and continuous improvement of an integrated and effective workforce investment system; the enhancement of accountability and performance measure systems; the encouragement of private sector participation; and the engendering of public input and support."

The DCWIC replaced the D.C. Private Industry Council (DCPIC). The DCWIC adheres to WIA's requirements for membership and function. The organizations serving on the DCWIC include six Cabinet level positions representing Employment Services, Human Services, Housing and Community Development, University of the District of Columbia, D.C. Public Schools and the D.C. Housing Authority; private sector members who represent local employers; educators; labor organizations; community organizations; and local elected officials. In addition, the DCWIC includes members from an array of local workforce and economic development organizations. The Mayoral Order mandates that the Council Chairperson be from the private sector.

(See <http://www.does.dc.gov/does/cwp/view,a,1233,q,538226.asp>.)

***2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)***

The DCWIC guides and advises the Mayor on critical workforce development issues affecting the economy; it has a critical role in establishing and maintaining key partnerships to support the workforce investment system; and it is a power broker tapping federal, local, and community capital to benefit economic development in the city. The DCWIC has also received recognition and attained credibility with the private and public sectors through development of useful workforce development information. Due to the District's unique nature, the DCWIC serves as both the State and Local Board. This DCWIC is comprised of 39 members. The constitution of the DCWIC is consistent with (§111). (For a complete listing of the members of the DCWIC please see Attachment G.)

#### The Mayor

- two members of the D.C. City Council; and
- representatives appointed by the Mayor, who are:
  - owners of businesses, chief executives or operating officers of businesses, and other business executives or employees with optimum policymaking or hiring authority;
  - representatives of businesses with employment opportunities that reflect the employment opportunities of the District; and
  - nominees of District business organizations and business trade associations;
- representatives of workers, at least one of whom shall be nominated by labor federations,
- lead officials in the District with experience and expertise in the delivery of workforce investment activities, and officials who have responsibilities for the programs and activities carried out by one-stop partners:
  - Director, Department of Employment Services (labor programs, one-stop administrator, youth programs);
  - Superintendent, District Public Schools (vocational education programs, one-stop partner, youth programs);
  - Director, Department of Human Services (vocational rehabilitation, social welfare programs, older worker programs, one-stop partner);
  - Director, Department of Housing and Community Development (community development block grant administrator, economic development, one-stop partner);
  - Chancellor, University of the District of Columbia and the President of Southeastern University (adult education, and literacy programs, community and technical colleges, one-stop partner); and
  - District resident representative.

A majority of the members are representatives of business and the Council has elected the official chairperson.



**3. Describe the process your State used to identify your State board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200).)**

When selecting the original board members to serve on the DCWIC, the Mayor adhered to the strict requirements outlined by WIA. With the local economy becoming more demand-driven, the membership of the board had to be reconfigured to reflect the economic shift. As such, when vacancies occur in the business and industry sectors, the D.C. Chamber of Commerce nominates potential replacements from business leaders representing high-growth, high-demand industries. The names of these nominees are submitted to the Office of the Mayor for consideration. Once the Mayor has reviewed and approved all nominations, a letter of invitation with the appointment start date and expiration date is forwarded to the newly selected members. All appointments are for three-year terms.

Given the size of the District and the fact that it is required to establish a board that includes both state and local membership, the Mayor appoints agency directors who have direct oversight of more than one required entity. For example, the Mayor appointed the Director of the Department of Employment Services who represents the Job Service, Unemployment Insurance, various training programs under WIA, and other Department of Labor programs.

**4. Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)**

The DCWIC has been strategically engineered to contain the critical entities necessary to actualize the Mayor's vision for self sufficiency and economic opportunity for all. The Council delegates the day-to-day activities of WIA administration to its Executive Director whose position is located in the Office of the Deputy Mayor for Economic Development and Planning. This guarantees that the investments represented by WIA will be incorporated in the District's broader economic development vision. The Council's broad focus allows it to provide direction-setting leadership in several ways that enhance the WIA's emphasis on a demand-driven workforce investment system.

Through its constitution, the DCWIC represents leaders from the District's high-growth, high-demand industries such as healthcare, business services, communications, and hospitality. These representatives engineer improved services for residents; forge new alliances with District and regional entities involved in workforce investment activities; and create comprehensive, integrated systems that leverage resources, drive innovation, and focus on continuous service improvements.

To further address elements of Mayor Williams’ vision, the DCWIC has organized into committee clusters. Currently there are six committees that work with the One-Stop Operator to achieve the outlined vision. The committees and a snapshot of how they have assisted in achieving Mayor Williams vision:

- Executive Committee—revises and updates the WIC and committee membership, identifies and supports District and regional initiatives, and encourages regional collaborations and partnerships;
- Employer Involvement/Labor Market Information Committee—completed the Regional Employer Survey project; completed the District’s State of the Workforce Report along with recommendations to the Mayor, initiated a Health Care Industry Sector Initiative; developed and coordinated a business/workforce summit;
- One-Stop Oversight Committee—completed of the One-Stop Credentialing process, focusing on improving literacy efforts, exploring the potential of a Career Readiness Certificate, developing WIC policies regarding Eligible WIA training providers;
- Universal Access Committee—assisting in defining universal access, facilitating greater inclusion and agreements with Faith and Community-Based organizations, working to increase access to bilingual and culturally appropriate services
- Workforce Education and Training Committee—representative of all city agencies and educational institutions receiving federal funds this committee addresses all public funding issues related to workforce development.
- Youth Investment Council—oversight and strategy development for Carl Perkins activities, oversight and administration of WIA In-School, Out-of-School, and Youth Opportunity Grant programs, collaborates and supports D.C .Public Schools reform and transformation initiative.

**5. *Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.***

The DCWIC carries out its functions and provides direction-setting leadership for the District’s workforce investment system in a variety of ways. First, with leadership from the Mayor, the Council has the support and authority to bring the various partners together into a cohesive network of service providers centering on the One-Stop Career Center

system. Second, the Council, which includes leaders from government agencies, the District's City Council, secondary and post-secondary education, businesses around the District, and labor, has the interest, expertise, and resources to meet both the requirements of WIA and the needs of residents. Third, since employers and job seekers are beneficiaries of the system, they assured a leadership role in shaping the Council's direction. With these three characteristics combined: Mayoral leadership, comprehensive Council membership, and strong business participation, the DCWIC is well equipped to shape workforce investment in the District of Columbia.

The DCWIC further assists the Mayor by aligning with the city's vision and by performing the functions that are required by WIA Sec 111 (d). These functions include:

- Developing the strategic short-term and long-term workforce investment plans for the District;
- Developing regional workforce investment approaches that benefit residents, employees, and employers;
- Developing non-duplicative city-wide systems that:
  - Ensure that the city maximizes available federal, local, private, and nonprofit sector resources, including WIA, TANF and Carl Perkins funds,
  - Ensure a reasonable return on taxpayer investment,
  - Recognize employers/businesses as primary customers,
  - Recognize job seekers, school drop-outs, dislocated workers, economically disadvantaged individuals, welfare recipients, and the unemployed as customers,
  - Focus on customer choice and customer satisfaction,
- Development of comprehensive performance evaluation criteria and mechanism for assessing and measuring the success workforce investment programs/activities and regional workforce investment approaches;
- Identification of eligible providers based on WIA regulations;
- Coordinating the city-wide system of workforce investment programs/activities with local economic development strategies, programs and activities;
- Production of an annual report to describe accomplishments.

**6. *How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205)***

All DCWIC board meetings are open to the public at locations that are American Disability Act accessible. The DCWIC ensures that the public has access to Council meetings and information relating to Council activities and membership through a District statute that requires that all

Council meetings be publicized. Additionally, all meeting sites are structured to accommodate the public. All minutes recorded during the meeting are available to the public on the DCWIC website, [www.dcwic.dc.gov](http://www.dcwic.dc.gov). Minutes are also available upon request from the Office of the Executive Director of DCWIC. By virtue of the open meeting law, District plan drafts, discussions among DCWIC members, and comments on the plan are also available.

**7. *Identify the circumstances which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)***

The District of Columbia government required the DCWIC to develop a Conflict of Interest Policy to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award or expenditure of such funds. Identified circumstances that would represent a conflict of interest include:

- A member of DCWIC may not vote on a matter under consideration by the Council regarding the provision of services by such member (or by an entity that such member represents).
- A member of the DCWIC may not vote on a matter under consideration by the Council that would provide direct financial benefit to such member or the immediate family of such member, or engage in any other activity determined by the Mayor to constitute a conflict of interest.

**8. *What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?***

The Department of Employment Services (DOES) is the grant recipient for WIA funds for the District. Through an Interagency Agreement with the Office of the Deputy Mayor for Economic Development, DOES provides that office with Sec. 134(a) *Statewide Employment and Training Activities* funds to carry out the functions of the Board. The funds are also used for the salaries of the DCWIC's four (4) staff including the Executive Director, two (2) program analysts and an administrative aide. In addition to WIA funds, DCWIC partner agencies contribute staff, resource materials and real estate to carry out its functions.

**C. *Structure/Process for State agencies and State board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)***

1. *Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)*

The District of Columbia has already taken the initial steps necessary to enhance the operational collaboration of its workforce investment activities at both the state and local level. These initial steps include:

- **Signing Memoranda of Understanding (MOUs)** – The District has signed MOUs with required and optional private and public sector partners who have already positively affected the programs and activities outlined in section 112(b)(8)(A).
- **Co-locating Public and Private Sector Partners** – Co-locating agencies and employers within the public workforce system offer customers a true one-stop experience with integrated and intensive service delivery. Examples of this approach are evidenced by current local partnerships with the US Department of Veterans Affairs, CVS/pharmacy, Manpower Inc., and Washington Post.com.
- **Service Integration** – Currently, integrated WIA, Unemployment Insurance, Wagner-Peyser, and veteran's services are offered at the District's full service One-Stop Career Centers. These services are also offered on a smaller scale throughout the six satellite centers, one mobile van, and one affiliate center.

Although these actions have resulted in more coordination, shared costs, greater flexibility, and increased satisfaction among job seekers and businesses, we believe there remains the opportunity for even greater coordination of services. While developing this two-year plan, the District has seized the opportunity to reevaluate our delivery model to formulate new strategies to fully take advantage of the flexibility provision and waiver policy. The District will also continue to strengthen and improve upon system-wide guidance and communications efforts especially in policies and strategies for customer co-enrollment, quality assurance, and program monitoring.

2. *Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system and between the State agencies and the State workforce investment board.*

The organizational and operational structure of the District Government has been designed to ensure open and effective sharing of information among the District's agencies. This includes those responsible for implementing the Mayor's vision for the public workforce system. As for the Council, the Executive Director of the DCWIC works under the Deputy Mayor of Economic Development's organizational structure and sits in close proximity to the administrative entity's director and his deputy.

Board members are assigned by their areas of expertise to committees. These committees meet monthly with required participation of representatives of the administrative entity to discuss system issues. Committee assignments are brought to the Executive Committee for approval. If all are in agreement, the Executive Director of the DCWIC has the option of presenting the recommendations to the Deputy Mayor and/or Director of DOES.

3. *Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)*

The District operates as a single workforce investment area. As such, the DCWIC operates as the state and local board. A Memorandum of Agreement was signed by all required partners with the full knowledge that they were to work towards establishing a fully integrated workforce system. To support the timely and effective sharing of information between State agencies and the Council, subcommittees within the DCWIC meet on identified dates during the month. Representatives from state agencies are assigned to each committee. In addition to sharing local and federal guidance in regularly scheduled meetings, the Executive Director of the DCWIC is collocated onsite with the District's primary one-stop operator, DOES. DOES disseminates all new materials and information within the public workforce system to the Executive Director—most via electronic means.

4. *Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)*

The Mayor has determined that the District will continue to employ its Youth Investment Council (DCYIC) irrespective of the outcome of WIA reauthorization. It will continue to forge strategic partnerships with business and labor to plan and implement effective education and workforce development strategies which successfully prepare the workforce of tomorrow. Appointed by the Mayor, the Council is co-chaired by the Chief State Education Agency officer and a representative from business and industry.

The standing subcommittees of the DCYIC are responsible for the facilitation of work efforts and products, providing oversight and guidance to service providers and volunteer partners, and ensuring that work plan deliverables are met. The Council consists of members from the private and public sectors who are actively involved in ensuring that the mission of the Council is fulfilled.

These organizations and agencies work to implement the Mayor's vision of creating an integrated workforce system to include services to District youth. They develop policies and strategies to address the District's workforce investment needs from a realization that the needs of the workforce are directly tied to the needs of the community as a whole. Therefore, they also address needs of the District's juvenile justice, educational, and social service systems, since they play a key role in the development of the District's workforce.

### **District of Columbia Public Schools**

In response to the Mayor's challenge and pressure from the DCWIC for educational achievement to keep pace with the new and more demanding knowledge and skills required in today's workplace, DCPS is revamping the way in which it does business by implementing a comprehensive DCPS Career Development System designed to provide services to all DCPS youth. Career development will be delivered as part of a comprehensive system that will begin in the elementary grades and extend through high school and beyond. It will address the needs of all District youth including students going on to college, those going directly to work after high school, those with special needs, and those in alternative education programs. It will be a competency-based system that has clearly defined outcomes at every level.

To address the needs of a skilled and competent workforce, the DCPS Career Technical Education Department has launched 12 career academies in its senior high schools. The academies were aligned with projected growth industries and occupations identified in the Employment Projections by Industry prepared by DOES and Occupation Employment Statistics from the U.S. Department of Labor (DOL). The DOES report provided regional employment projection trends from 2000 to 2010. DOL statistics focused on metropolitan area occupational

and wage estimates in the District, Maryland, Virginia, and West Virginia. The academies are aligned with 188 occupations with career pathways leading to more than 394,818 and 2,031,785 employment positions in the District and Metropolitan Area, respectively, by 2010.

To ensure that these academies address the needs of the business community, an Industry Advisory Committee has been established with representation from all of the industries in which the academies provide training. The academies are operating in industries such as Transportation, Information Technology, Pre-engineering, Hospitality, Tourism, Human Services, Health and Medical Science, Arts Media/Communication, Business/Finance, Sales/Personal Services, Construction & Design, and Law/Public Safety.

In PY 2005 the Mayor directed DOES to increase its financial support of the academies by leveraging WIA dollars to maintain the engagement of WIA-eligible students. As such, the District will seek a waiver of the requirement to focus most of the federal youth resources on out of school youth.

### **Department of Employment Services**

#### **Passport-to-Work**

As the primary one-stop operator and the WIA grant recipient, DOES implements and supports an array of youth programs that assist District youth 14 thru 21 years of age make a smooth transition into the workforce. These programs are designed to develop the skills and attitudes that are required in today's workforce and to provide meaningful work experience and career exposure.

The Passport-to-Work program prepares District youth to enter the 21st century labor market by providing them with a continuum of innovative, year-round services. Passport-to-Work consists of three primary components: a local summer employment program; the Year-Round Program, which provides paid employability training, academic enrichment activities, and leadership development during the school year; and the Out-of-School Program, which provides employability and occupational skills training, GED preparation, and Basic Computer Skills training for young adults who have either graduated from high school, obtained a GED, or are not attending school and have not received a high school diploma or its equivalent.

- **The Year Round Program**—serves approximately 300 14-18 year-olds per year. The participant's family income must fall within the Federal Income Guidelines. For the past two years the program has met or exceeded all of the younger youth GPRA and WIA performance outcomes.



- **Out-of-School Program**—targets out-of-school youth between the ages of 16-21. The program helps youth achieve their short and long-term educational and employment goals and provides opportunities for long-term employment. The program offers employability skill workshops, career awareness, and work readiness skill training as well as GED preparation, and vocational skill training. It has been successful in meeting all of its WIA performance outcomes for the past two years.
- **Mayor's Youth Leadership Institute (MYLI)**--a locally-funded year-round program founded in 1979 to train District youth in the concepts of leadership and self-development. The four-level training model emphasizes practical, hands-on experience and a holistic approach to developing the leaders of the 21st century. Each of the four levels of the MYLI training model has a different focus area:
  - The Alpha level focuses on personal growth and development skills.
  - The Beta level focuses on community development.
  - The Delta level focuses on work readiness skills, life skills and career exploration.
  - The Omega level places Youth Leaders in internships.
- **Summer Youth Employment Program (SYEP)**--a six-week academic enrichment, work experience, and job readiness program for District youth ages 14-21, which, since 1998, has been a locally funded program. In 2004, the program provided summer experiences for more than 7,000 youth.

### **Office of the Deputy Mayor for Children, Youth, Families and Elders**

The Office of the Deputy Mayor for Children, Youth, Families and Elders (DMCYF&E) provides operational support and policy direction to human services agencies, coordinates community-based initiatives, and develops an annual child and family services plan based on the needs of the District's population. District agencies that report to DMCYF&E are the Departments of Health, Human Services, Parks and Recreation, Office of Aging, Child & Family Services, Mental Health, and Youth Rehabilitation Services.

In 2002, the Deputy Mayor launched the Safe Passages Initiative that grew out of Mayor Williams' Safe Passages Action Plan. The plan analyzed the state of services to children and youth in the District and offered a comprehensive new approach to create a seamless web of high quality services and supports that promote the development of city's young people. The plan included a number of ground-breaking components that have affected service delivery by public sector agencies on the Youth Investment Council. In many ways, the plan mirrors the USDOL vision for the delivery of youth services. The agencies that are involved are, in

most cases, the same agencies that serve WIA's most-in-need populations. Among the components that came out of the Safe Passages Action Plan and strengthened the collaboration among District's agencies are:

- Cross agency collaboration and the formation of the Children and Youth Investment Collaborative;
- Centralizing and managing information, enabling the District to gather and share data more effectively and coordinate case management services;
- Accountability and performance-based management with quantifiable program results and the ability to identify and respond in a timely manner where change is needed;
- Intensified commitment to developing and working with community partners;
- Creation of a legislative agenda to support the full range of needs for children and youth; and
- Ability to perform financial analyses and provide cost of service and effectiveness measures.

Not all of the components of the plan and the Safe Passages Initiative have been fulfilled. However, incremental changes are occurring in the way in which the city delivery its services to its children and youth populations. An initial report was released in 2002 regarding this initiative.

The vision is to create an infrastructure and service system that addresses the full range of developmental needs experienced by young people as they grow into adulthood. The system is designed to assist young people in achieving the best possible physical and mental health, provide the greatest opportunities for educational development, and offer preparation for employment. In addition, the system provides young people with a wide range of cultural and recreational activities to promote self-esteem and a sense of well-being.

In March of 2005, the Deputy Mayor's Office released a plan to address the alarming increase in juvenile homicides and youth violence over the past two years—after years of significant decline. The plan also addressed the issues of truancy and the employment and training needs of out-of – school youth, as well as the need for alternative suspension and educational programs. A significant number of the plan's recommendations are scheduled for implementation in FY 2006. The local "Way to Work Initiative" will not only assist the District's at-risk adult population with opportunities to transition into employment, but also

targets out-of-school youth by providing local funds to support the transition of 200 out-of-school youth into the labor force .

### **The Children and Youth Investment Trust Corporation**

The D.C. Children and Youth Investment Trust Corporation is another of the innovative components that have come to fruition from the Mayor's Safe Passage Initiative. The Children Trust is an independent non-profit organization designed to increase the quality and accessibility of services for children, youth, and families in the District. Its goal is to create a sustainable network of effective programs for children, youth, and families across the District that encourages their healthy development through support for quality out-of-school programs and opportunities. The trust leverages public and private funds across all agencies and the private sector to disburse through grants to organizations in the District that provide direct services to children, youth, and their families.

It funds programs in three categories: out-of-school, youth entrepreneurship, and early childhood development programs. Last year it granted funds to 37 community organizations in support of the DCPS programs serving the District's underserved populations of adjudicated youth and special needs children/youth. In its three years of existence, it has served more than 1,600 youth.

### **Fire Cadet Program**

The D.C. Fire and Emergency Medical Services (FEMA) Cadet Training Program is a cooperative venture between the D.C. Fire and EMS Department and *DCNetworks*. The FEMS Cadet Program is a comprehensive program that provides formal academic instruction and rigorous specialized training. The program provides classroom instruction in rules and regulations and organizational structure with rotations to each division of FEMS during the first eight months. Laboratories in basic Emergency Medical Technician (EMT) training, Ambulance Services, and Firefighter techniques are provided during the final 22 weeks. Upon graduation from the program, FEMS Cadets are equipped with the necessary training to enter a professional career as a Firefighter/Emergency Medical Technician. The target population for the program is youth 18-21 years of age who have a high school diploma or a GED. In addition to the specialized training, FEMS Cadets receive industry approved uniforms, equipment, books, and a \$14,000 stipend.

The goal of the joint venture is to provide long-term career opportunities to some of the city's most vulnerable youth. Youth must reside in targeted sections of the city and meet standard physical, medical, psychological, and background check requirements. The venture has been highly successful. To date, the program has accomplished the following:

- More than 200 DC FEMS Cadets, of whom 95 were funded during this joint venture, are permanently employed as firefighter/Emergency Medical Technicians;
- A 100% graduation rate;
- A literacy component; and
- An alumnus program where alumni is assigned as mentors to each of the cadets

### **Metropolitan Police Department**

The Metropolitan Police Department (MPD) is committed to keeping youth aware and involved in making the city a safe place for all people. The MPD launched its Youth Problem-Solving Program (YPSP) in 1998, providing youth 14-18 years of age with leadership training. YPSP engages youth in completing community building projects. Each program is headed by the MPD's neighborhood "Regional Operational Commands" (ROCS). ROCS are located throughout the city. The YPSP program is designed to partner teams of youth with community organizers and professional mentors and allow the youth to participate in projects that will build their leadership skills, teach civic responsibility, and help them to improve their communities. Teams of mentors and peers learn and apply MPD's collaborative problem-solving steps while working on projects that utilize community assets.

### **Children Family Services Agency**

CFSA provides services to promote the safety and well-being of children and families. The agency coordinates public and private partnerships to preserve families through foster care, adoption, and child welfare services, and to protect children against abuse or neglect. Currently, the agency is enhancing its resources for its older youth population by entering into partnerships with community-based organizations and private entities to enhance service delivery. Some of the initiatives that are currently underway are:

- The After Care Initiative provides a community-based support network for emancipated youth. It is anticipated that with this supportive network of resources, youth will experience greater success in their transition to independent living. Services include housing assistance, work readiness preparation, parenting supports, and referrals to additional community-based resources;
- The Education and Training Vouchers (ETV) Program, provides financial assistance for post-secondary education and vocational

training for former foster care youth (ages 21-23). The ETV program is a federally-funded program. It provides up to \$5,000 for tuition, books, living expenses, and equipment.

### **Lifelong Learning Initiative**

As we have stated, the District has one of the lowest levels of adult literacy in the nation. Over 150,000 residents lack the basic literacy skills needed to get or hold an entry-level job. The goals of the Mayor's Adult/Family Literacy Initiative are:

- To provide access to literacy and education for adult learners at the community level using technology;
- To significantly contribute to both the economic and educational well being of the community; and
- To connect literacy to pathways for training, jobs, and higher learning.

The Lifelong Learning Initiative currently serves approximately 3,000 District youth (ages 16-21). All of the served population is out-of-school. The program is funded by the State Education Office which also funds:

- Adult basic education
- Parent education
- GED preparation
- ESOL
- Career Education and Workplace Literacy

Clearly, the District has a number of cross-cutting organizations and agencies that are working in a collaborative effort to resolve the issues that impede a segment of its population from benefiting from the District's current economy. Changes are occurring as a result of these collaborative efforts-efforts that will ensure that the Mayor's vision is fulfilled.

### ***IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:***

#### ***A. What is the current makeup of the State's economic base by industry?***

In order to connect job seekers with real job opportunities, it is critical to have an accurate assessment of the job market in the current economic climate. It is also critical that job seekers and low-skilled workers prepare for the demands of the future work environment. Therefore, the District has full-time economists who monitor and evaluate the status of both labor and economic

markets. Each year, DOES hosts a business breakfast for community stakeholders during which the agency presents the latest economic and employment forecasts. The Department's Office of Labor Market Research and Information (LMRI) publishes data annually, quarterly, semi-annually, and monthly and advises the DCWIC as a member of their Employer/Labor Market Information committee.

The District's primary industry base consists of the federal government (26%), business and professional services, education, health care, self-employed services and non-profit service organizations are the largest contributors to the District's economy. In addition to those base industries, the District has emerging industries in technology, media and communications, and financial services. In 2002, total employment in the District is 723,977 individuals—508,242 are employed in the private sector and 215,735 in the public sector. The specific industrial composition of the District workforce by major industry sectors is as follows:

Federal Government	26.6%
Professional and Business Services	19.2%
Educational and Health Services	13.8%
Self Employed	8.3%
Other Services, excluding Public Administration	7.8%
Leisure and Hospitality	6.7%
Financial Activities	4.3%
Trade, Transportation, and Utilities	4.3%
Information Services	3.5%
State and Local Government	3.2%
Construction	1.7%
Manufacturing	0.4%

The following table demonstrates the District's distinctive economic composition in comparison to national economic industry base:

Industry	District of Columbia	United States
Federal Government	26.6%	1.3%
Professional and Service	19.2%	9.3%
State and Local Government	3.2%	12.3%
Wholesale and Retail Trade	3.0%	15.3%
Manufacturing	0.4%	14.1%

It has been noted by economists that the District is a "tale of two cities." The city within its small geographic and densely populated land area has a workforce of very low-income and low-skilled workers and a "thriving" segment that is highly-skilled, educated, and earn high incomes. Viewing an accurate depiction of the District's demographics and economic composition,

one readily understands the challenges for the WIA system. Future employment opportunities are predicted to be driven by high levels of necessary education and training skills.

***B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?***

The following summary data depicts the District's 2002-2012 industrial and occupational employment projections. These projections are part of the regular cycle of state and regional projections sponsored by the U.S. Department of Labor. The projections were developed using the American Labor Market Information System (ALMIS) software and follow ALMIS consortium established methods and procedures. The table below shows the 2002-2012 industry projections for the District:

**PROJECTED GROWTH BY INDUSTRY SECTOR**

<b>Industry</b>	<b>2002</b>	<b>2012</b>	<b>Growth</b>	<b>Growth Rate %</b>
Total, All Industries	723977	791735	67758	0.90%
Professional, Scientific and Technical Services	93183	112376	19193	1.89%
Administrative Support & Waste Mgmt Services	43783	52284	8501	1.79%
Educational Services	45606	53157	7551	1.54%
Other Services	56083	63187	7104	1.20%
Accommodation and Food Services	42675	48290	5615	1.24%
Federal Government	192417	198013	5596	0.29%
Health Care and Social Assistance	54155	58081	3926	0.70%
Self Employed	59711	62891	3180	0.52%
Construction	12342	14200	1858	1.41%
Finance and Insurance	19624	21437	1813	0.89%
Retail Trade	17168	18808	1640	0.92%
Information	25351	26952	1601	0.61%
Real Estate and Rental Leasing	11216	12611	1395	1.18%
Arts, Entertainment & Recreation	5534	6836	1302	2.14%
Wholesale Trade	4350	4794	444	0.98%
Natural Resources	51	58	7	1.29%
Transportation, Warehousing and Utilities	12151	11859	-292	-0.24%
Management of Companies and Enterprises	2211	1528	-683	-3.63%
Manufacturing	3048	2098	-950	-3.67%
State & Local Government excluding Education	23318	22275	-1043	-0.46%

The District's employment forecast projects an increase of 67,700 jobs for the decade, or .90% job growth per year. The service sector will be the fastest growing and most significant industry for District employment. Currently, more than 90% of District employment is service-based, and it will increase by one to two percent over the next decade. Wholesale trade is forecasted to stabilize its recent decline and when combined with retail trade, should show a modest increase. Federal government employment is projected to increase by

more than 5,000 jobs (29% annually), but the federal government's share of District jobs will decline slightly approximately 25%. Local government employment is also projected to decline.

Education will continue to be an important segment of the District's economy with college and university employment leading the way with 4,000 new jobs. Similarly, health care is expected to supply nearly 5,000 new jobs, most of which will be in ambulatory health services and social assistance. The job growth projected in the "Other Services" category will be primarily in the non-profit sector—religious, civic, professional, and similar organizations. These organizations comprise the largest share of this service sector. It is expected to grow at above the average rate and add almost 6,000 new jobs.

Finally, accommodation and food service employment is expected to add 5,000 jobs. A modest increase is also expected for the information area. However, information includes newspaper publishing which is in decline nationally, as well as in the District. The new jobs projected for this sector represent a reallocation into software and Internet publishing from newspaper and print publishing.

The District is a hub for office occupations and current projections call for that trend to continue. More than 60% of the top 40 high-demand occupations are in three occupational groups: managerial, business and financial occupations, professional and related occupations, and office and administrative support occupations. Annually, more than 22,000 openings are available due to business expansion and the replacement of current workers. The following chart shows the 40 top high growth occupations which are forecasted to make up 58% of total job growth.

### **DISTRICT PROJECTED GROWTH BY OCCUPATION**

<b>Occupational Title</b>	<b>2002</b>	<b>2012</b>	<b>Growth</b>	<b>Growth Rate</b>
<b>Management, Business &amp; Financial Occupations</b>	<b>85452</b>	<b>97538</b>	<b>12086</b>	<b>1.33%</b>
Management Analysts	29307	33277	3970	1.28%
General and Operations Managers	14612	16628	2016	1.30%
Accountants and Auditors	11939	13472	1533	1.22%
Administrative Services Managers	7476	8442	966	1.22%
Chief Executives	6149	7112	963	1.47%
Public Relations Managers	2216	2822	606	2.45%
Computer and Information Systems Managers	3341	3893	552	1.54%
Financial Managers	5492	6031	539	0.94%
Property, Real Estate, & Community Association Mgrs	2423	2924	501	1.90%
Employment, Recruitment, and Placement Specialists	2497	2937	440	1.64%
<b>Professional &amp; Related Occupations</b>	<b>101682</b>	<b>115047</b>	<b>13365</b>	<b>1.24%</b>
Computer Systems Analysts	12455	13999	1544	1.18%
Paralegals and Legal Assistants	8433	9879	1446	1.60%
Computer Software Engineers, Systems Software	2405	3562	1157	4.01%
Lawyers	39042	40178	1136	0.29%
Public Relations Specialists	4201	5205	1004	2.17%



Computer Support Specialists	3904	4873	969	2.24%
Network Systems and Data Communications Analysts	1642	2474	832	4.18%
Network and Computer Systems Administrators	2644	3441	797	2.67%
Computer Software Engineers, Applications	2131	2891	760	3.10%
Environmental Engineers	2064	2795	731	3.08%
Architects, Except Landscape and Naval	2033	2758	725	3.10%
Social and Human Service Assistants	2577	3189	612	2.15%
Registered Nurses	8387	8949	562	0.65%
Writers and Authors	5832	6385	553	0.91%
Elementary School Teachers, Except Special Education	3932	4469	537	1.29%
<b>Service Occupations</b>	<b>54018</b>	<b>61964</b>	<b>7946</b>	<b>1.38%</b>
Janitors and Cleaners, Except Maids/Housekeepers	17117	19868	2751	1.50%
Security Guards	10528	12035	1507	1.35%
Combined Food Preparation/Serving Workers/Fast Food	8625	10073	1448	1.56%
Waiters and Waitresses	7256	8194	938	1.22%
Maids and Housekeeping Cleaners	7595	8474	879	1.10%
Food Preparation Workers	2897	3320	423	1.37%
<b>Sales &amp; Related Occupations</b>	<b>19033</b>	<b>20879</b>	<b>1846</b>	<b>0.93%</b>
Retail Salespersons	7257	8038	781	1.03%
Cashiers	6811	7354	543	0.77%
Real Estate Sales Agents	4965	5487	522	1.00%
<b>Office and Administrative Support Occupations</b>	<b>45320</b>	<b>49264</b>	<b>3944</b>	<b>0.84%</b>
Customer Service Representatives	6225	7249	1024	1.53%
Receptionists and Information Clerks	6484	7508	1024	1.48%
Legal Secretaries	6871	7613	742	1.03%
Office Clerks, General	14167	14747	580	0.40%
Executive Secretaries and Administrative Assistants	11573	12147	574	0.49%
<b>Installation, maintenance, and repair occupations</b>	<b>3728</b>	<b>4142</b>	<b>414</b>	<b>1.06%</b>
Maintenance and Repair Workers, General	3728	4142	414	1.06%

At least 30 of the top 40 growth occupations require education and training beyond high school. Nonetheless, literacy and other barriers aside, the continued narrowing of the District's economic base will present significant problems in terms of the District's capacity to place its citizens in quality jobs. The analytical and technical nature of many government duties translates into a much higher proportion of professional, management, business, and financial occupations than in other industries. Obviously, the vast majority of these jobs are out of the reach of many residents who do not have the requisite knowledge, skills, and abilities.

The District utilizes the Bureau of Labor Statistics (BLS) skills taxonomy to ascertain the training and qualifications associated particular jobs. The District's job mix has more than 40% of its employment in the first five skill categories—those that require at least a four-year degree, and often an advanced or professional degree. Nationally, only 20 to 22% of jobs require college degrees.

#### Employment and Growth by Educational Skill Category

Educational Category	2002	2002 share	2012	2012 share	Growth	Growth Rate
2. Doctoral degree	6646	0.9%	8057	1.0%	1411	1.94%

4. BA degree and work experience	88015	12.2%	99967	12.6%	11952	1.28%
6. Associates degree	29481	4.1%	33471	4.2%	3990	1.28%
5. Bachelor's degree	136631	18.9%	154930	19.6%	18299	1.26%
7. Postsecondary vocational	25698	3.5%	28282	3.6%	2584	0.96%
3. Master's degree	32016	4.4%	35220	4.4%	3204	0.96%
9. Long-term OJT	30543	4.2%	32975	4.2%	2432	0.77%
11. Short-term OJT	189321	26.1%	204252	25.8%	14931	0.76%
8. Work experience (related)	51487	7.1%	54575	6.9%	3088	0.58%
10. Moderate-term OJT	81494	11.3%	85137	10.8%	3643	0.44%
1. First professional degree	52734	7.3%	54800	6.9%	2066	0.39%

Despite the relative high percentage of jobs requiring college degree training, there are more than 50,000 jobs in technical areas that require associate's degree training and post secondary vocational training. Forecasted growth in these occupations exceeds 6,000.

### **Demand Occupations**

(Non-Degree/Post Secondary Training Required)

Janitors & Cleaners	638	\$10.05	\$20,904.00	Short OJT
General Office Clerks	514	\$13.22	\$27,497.60	Short OJT
Waiters & Waitresses	494	\$ 7.51	\$15,620.80	Short OJT
Food Servers, Non Rest	494	\$ 9.67	\$20,113.60	Short OJT
Food Prep, Fast Food	402	\$ 8. 73	\$18,158.40	Short OJT
Security Guards	399	\$11.25	\$23,400.00	Short OJT
Legal Secretaries	351	\$24.45	\$50,856.00	Postsecondary
Cashiers	325	\$10.40	\$21,632.00	Short OJT
Exec Sec & Adm. Asst.	303	\$19.85	\$41,288.00	Postsecondary
Maids & Housekeeping	297	\$11.45	\$23,816.00	Short OJT

The District's economy is projected to continue expanding throughout the decade with annual job growth averaging approximately 5,000 jobs a year, but will lag behind the region in term of projected employment growth. While total employment in the District is expected to increase by 9.4%, total employment in the region is expected to increase 29.3%. Although the projected employment growth for the District was 2.6% in 2004, it was 18% in Suburban Maryland and 33% in Northern Virginia.

***C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?***

From 2002-2012, there is expected to be a total of 22,056 job openings in the District. The occupations that will be consistently in demand over the decade are:

### **Top 40 High Demand Occupations**

<b>Occupational Title</b>	<b>Average Annual Openings</b>
<b>Management, Business &amp; Financial Occupations</b>	<b>2357</b>
Management Analysts	798
General and Operations Managers	477
Accountants and Auditors	379
Administrative Services Managers	242
Chief Executives	212
Financial Managers	133
Computer and Information Systems Managers	116
<b>Professional &amp; Related Occupations</b>	<b>2373</b>
Lawyers	615
Computer Systems Analysts	295
Registered Nurses	232
Paralegals and Legal Assistants	212
Economists	168
Public Relations Specialists	161
Writers and Authors	155
Computer Support Specialists	145
Elementary School Teachers, Except Special Education	141
Computer Software Engineers, Systems Software	140
Network and Computer Systems Administrators	109
<b>Service Occupations</b>	<b>2762</b>
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	600
Combined Food Preparation and Serving Workers, Including Fast Food	519
Waiters and Waitresses	467
Security Guards	380
Maids and Housekeeping Cleaners	247
Food Preparation Workers	145
Child Care Workers	142
Counter Attendants, Cafeteria, Food Concession, & Coffee Shop	132
Cooks, Restaurant	130
<b>Sales &amp; Related Occupations</b>	<b>879</b>
Cashiers	386
Retail Salespersons	342
Real Estate Sales Agents	151
<b>Office and Administrative Support Occupations</b>	<b>1958</b>
Office Clerks, General	372
Secretaries, Except Legal, Medical, and Executive	291
Executive Secretaries and Administrative Assistants	279
Receptionists and Information Clerks	262
First-Line Supervisors/Managers of Office and Administrative Support Workers	242
Legal Secretaries	206
Customer Service Representatives	195
Bookkeeping, Accounting, and Auditing Clerks	111
<b>Installation, maintenance, and repair occupations</b>	<b>113</b>
Maintenance and Repair Workers, General	113
<b>Transportation and Materials Moving Occupations</b>	<b>141</b>
Laborers and Freight, Stock, and Material Movers, Hand	141

Of the ten top high-demand occupations, four (management analysts, lawyers, accountants, general and operations managers) require extensive formal education and training and the other six (combined food and preparation workers, janitor and cleaners, waiters and waitresses, cashiers, security guards and office clerks) are occupations in which demand is primarily a function of extremely high turnover.

With regard to industries, the largest share of annual openings will be in office and administrative support sector (3,432), the management sector (2,366), and the business and financial sector (2,352). Currently, the top ten projected demand industry sectors are:

<b>Industry Openings</b>	<b>2002</b>	<b>2012</b>	<b>Annual</b>
Office and Administrative Support	137,103	140,473	3432
Management	76,455	85,767	2366
Business Financial Operations	86,265	95,397	2352
Food Preparation and Serving	36,234	40,274	1878
Sales and Related Positions	36,041	39,189	1374
Computer and Mathematical	33,219	40,223	1148
Education, Training and Library	26,879	32,127	1095
Building and Grounds Cleaning	7,899	31,872	950
Protective Service	26,092	28,594	927
Legal	52,208	55,065	908

The industries expected to be in demand will primarily be those that are related to the federal government (office and administrative support, management, and business operations), or those low-wage/low-skill service industries (food preparation and serving, building and grounds cleaning, and protective service) in which the increased demand is largely the result of extremely high turnover rather than job growth.

The implications of this rather unique industrial/occupational composition is that those who are not qualified for professional occupations are, to a great extent, limited to either low-wage/low-skill occupations which experience high turnover or to the rather small universe of occupations available outside the major occupational clusters.

***D. What jobs/occupations are most critical to the State's economy?***

Those jobs most crucial to the District's economy will continue to be those in either the federal government, or in the managerial, business and financial occupations, professional and related occupations, and office and administrative support occupations often supporting the federal government. These sectors made up 71.5% of employment in the District while they only accounted for 44.9% of jobs in Suburban Maryland and 50.1% of jobs in Northern Virginia.

A closer analysis of the fastest growing occupations indicates that information technology will be an important part of the District's economy for it is anticipated that more than 30% of job growth will be in computer related occupations. Health care is expected to supply nearly 5,000 new jobs. It is anticipated that we will experience an increased demand for registered and licensed nurses, medical and clinical lab technicians and dental hygienists. College and university employment is expected to produce 4,000 new jobs, and the accommodation and food service industry is expected to add 5,000 jobs.

***E. What are the skill needs for the available, critical and projected jobs?***

The occupations that can be identified as available, critical, and projected are a mix of those occupations that are either high-demand and/or projected to increase at a significant rate. In the District, those occupations are management analysts, lawyers, general and operations managers, computer system analysts, computer support specialists, computer software engineers, paralegals, and janitors and cleaners. The occupations identified that require significant knowledge, skills, and abilities are as follows:

Management Analysts—Educational requirements for management analyst vary widely between private industry and government. Most employers in private industry generally seek individuals with a master's degree in business administration or a related discipline. Some employers also require additional years of experience in the field in which the worker plans to consult. Research analysts usually need to pursue a master's degree in order to advance to a consulting position. Most government agencies hire individuals with a bachelor's degree and no pertinent work experience for entry-level management analyst positions.

General and Operations Managers—the formal education and experience of top executives varies as widely as the nature of their responsibilities. Many top executives have a bachelors degree or higher in business administration or liberal arts. Some top executives in the public sector have a background in public administration. Many top executive positions are filled by promoting experienced lower level managers when an opening occurs.

Computer Systems Analysts—for the position of systems analyst, many employers seek applicants who have a bachelor's degree in computer science, information science, or management information systems. Employers are increasingly seeking individuals with a master's degree in business administration with a concentration in information systems. Despite employers' preference for those with technical degrees, persons in a variety of majors may find employment in this field.

Computer Software Engineers—most employers prefer to hire persons who have at least a bachelor's degree and broad knowledge of, and experience with

a variety of computer systems and technologies. Usual degree concentrations for applications software engineers are computer science or software engineering. Graduate degrees are often preferred for some of the more complex computer software engineer positions.

Computer Support Specialists—many employers prefer to hire individuals with some formal college education. Although a bachelor's degree in computer science or information systems is prerequisite for some jobs, other jobs require only a computer-related associate degree.

Registered Nurses—in the District, nursing students must graduate from an approved nursing program and pass a national licensing examination in order to obtain a nursing license. Students who want to become nurses must either obtain a bachelors of science in nursing (BSN), an associate degree in nursing (ADN), or a diploma that is issued by a hospital. Accelerated BSN programs are also available for individuals who hold a bachelors degree or higher in another field and are interested in moving into nursing.

Paralegal—programs include 2-year associate programs, 4-year bachelors programs, and certificate programs that can take only a few months to complete. Paralegal programs include introducing students to the legal applications of computers including how to conduct legal research on the Internet. Paralegals must be able to document and present their findings and opinions to an attorney. They must also understand legal terminology and have good research and investigative skills.

In addition to those skills that are needed for specific occupations, a focus group of District employers, convened by the DCWIC, assigned the following ratings to a set of skills they felt District residents needed in general.

Verbal skills	10
Interpersonal skills	10
Basic business skills	10
Written communication skills	9/10
Computer Skills	8
Internet knowledge	8
Math skills	7
Mechanical ability	5
Science	5

***F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?***

As of December 2004, there were 306,900 District residents in the civilian labor force, of whom 280,300 were employed and 26,500 unemployed

resulting in an unemployment rate of 8.7%. The District ranked 12th in the nation with a 63.6 % labor force participation rate, which mirrored the national rate of 63.9%. However, the 8.7% unemployment rate, which increased from 7% a year ago, was significantly higher than the national unemployment rate of 5.2% and the 3.7% rate in the region.

The percentage of “entry-level workers” age 15-24 is higher in the District than in any other area reviewed. The percentage of the prime age working population is high in the District and the Washington D.C. MSA compared to most areas and the national average. The District has a smaller percentage of population age 0-14 than other areas reviewed, and the D.C. MSA has a much smaller rate of population age 55 and over than the national average.

### **Racial and Ethnic Data**

The racial and ethnic composition of the District's labor force and unemployment rate is as follows:

	<i>Labor Force</i>	<i>Unemployment Rate</i>	
African-American	146,116	49.5%	14.5%
White	119,394	40.5%	6.8%
America Indian/Alaskan	1,027	11.4%	11.4%
Asian	9,052	3.1%	6.9%
Hawaiian/Pacific Islanders	194	0.1%	14.9%
Some or more races	11, 062	3.8%	10.7%
Two or More Races	8,330	2.7%	7.3%
Hispanic	23,947	8.1%	8.3%

### **Geographic/Income/Unemployment Data**

<b><u>Ward</u></b>	<b><u>Median Income</u></b>	<b><u>Average Income</u></b>	<b><u>Unemployment Rate</u></b>
1	\$42,429	\$60,636	7.5%
2	\$55,708	\$91,942	6.7%
3	\$89,675	\$134,506	2.7%
4	\$57,892	\$76,906	7.7%
5	\$39,892	\$52,206	10.5%
6	\$48,651	\$66,580	9.3%
7	\$33,680	\$45,407	9.4%
8	\$26,145	\$38,754	15.3%

As the ward data suggest, unemployment in the District is heavily concentrated in specific census tracts. This distribution among some of the census tracts with the highest unemployment rate is as follows:

Unemployment Rate	Number of Census tracts
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20%-30%	4
30%-40%	4
40%-50%	2
50% or higher	2

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### **Workforce Data**

In 2003, the District's population was estimated to be 553,523 residents. According to the 2000 Census, from 1990 to 2000, the District's population decreased by 34,841 residents from 606,900 to 572,059, a 5.7% decrease compared to an increase of 9.9% in the nation. However, it is projected that by 2010 the District's population will have increased to 627,000 residents; and, in the next twenty years the population will increase by 120,000 residents. In addition, approximately 98,000 residents (17%) are immigrants or the children of immigrants. Finally, it is estimated that there are approximately 25,000-50,000 illegal immigrants in the District who primarily fill low-wage jobs. The ethnic/gender composition, age distribution, and income statistics of the District's population are as follows:

Male	(269,366)	47.1%
Female	(302,693)	52.9%
White	(176,101)	30.8%
African American	(343,312)	60.0%
Hispanic	(44,953)	7.9%
Asian	(15,189)	2.7%
American Indian and Alaskan Native	(1,713)	0.3%
Native Hawaiian and Pacific Islander	(348)	0.1%
Two or more races	(13,446)	2.4%
Under 5 years		5.7%
5-9 years		6.2%
9-14 years		5.2%
20-24 years		6.6%
25- 34 years		15.3%
35 - 44 years		15.3%
45 - 54 years		13.2%
55-59 years		4.9%
60-64 years		3.8%
65 -74 years		6.3%
75-84 years		4.4%
85 years and older		1.6%

The District has a smaller percentage of population age 0-14 than other areas reviewed, and the D.C. MSA has a much smaller rate of population age 55 and over (21%) than the nation. The median age in the District is 35.7.



Although more older workers (55-64) are leaving the workforce than younger workers (15-24) entering the workforce, because people in their twenties make up the District's largest age group, technically, the city does not have a labor supply problem.

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### **Income**

Although the District's median income has declined slightly, the District has the second highest poverty rate in the nation and the highest rate for children under 16. In 2003, 20.2% of all District residents were living below the poverty line as opposed to 12.3% for the nation. 12.6% of those families make less than \$10,000 and 5% make between 10,000 to \$14,999. Additionally, 35% of related children under 18 years of age were below the poverty line; and, 34% of families with a female householder and no husband present were also living below the poverty line. Finally, a quarter of the District's children were living in families without working parents in 1999.

Per capita income	\$31,487
Average household income	\$70,076
Median Household income	\$44,718

### **Household Income Distribution**

The distribution of the District's income by household distribution is as follows:

More than 100,000	20.0%
\$75,000-99,999	8.8%
\$60,000-74,999	8.8%
\$45,000-59,999	15.7%
\$30,000-44,999	16.2%
\$15,000-29,999	16.2%

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### **Education**

Although the District has a slightly lower high school graduation rate (77.8%) than the nation (80.4%) it remains one of the most highly educated cities in the nation with almost 40% of adults holding a bachelors degree or higher. The District also has a higher percentage (39.1%) of individuals with a college education than the nation as a whole (24.4%). The educational breakdown of District residents is as follows:

Graduate/Professional Degree	21.0%
Bachelor's Degree	18.1%
Associate Degree	2.8%
High School Degree	20.6%

However, while 81% of white adults in Washington hold a bachelors degree only 17% of African-American do. The educational level of District residents also differed significantly by ward.

<u>Ward</u>	<u>High School</u>	<u>College</u>
1	68%	39%
2	87%	64%
3	96%	79%
4	78%	33%
5	72%	21%
6	79%	44%
7	71%	13%
8	66%	8%

As documented by the significant differences in income, education, and rate of unemployment, the District’s demographic picture is somewhat mixed. While the District has affluent neighborhoods, it also has the largest concentration of poor families and welfare recipients.

***G. Is the State experiencing any “in migration” or “out migration” of workers that impact the labor pool?***

The District has a uniquely high rate of single households. There are likely a variety of factors involved, but one to consider is the industry and occupational mix. Many come to the District intent on starting a career in public service, perhaps as a lobbyist or management analyst with one of the federal agencies. Likewise, the hospitality and professional services industries also attract a younger, single workforce. District policy makers will seek to understand the underlying reasons behind this data and seek to maximize any competitive advantage it might provide.

Offsetting the recent population loss somewhat was a large influx of immigrants settling in the District. While the District’s total population declined by 6%, the District’s immigrant population grew by 25%. From 1990-1999, 37,533 foreign-born residents entered the District at more than double the rate that entered in the previous decade (3,919). However, the net domestic out-migration was 9,680 residents resulting in a net loss of 4,097 residents. The net internal migration in the District was 10,059.

***H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?***

The predominance of professional service occupations required to meet the business needs of the Federal government contributes to a marked imbalance between the jobs available to District residents and jobs attainable by the District’s unemployed and underemployed population. Although the District

has experienced significant economic growth, it continues to lag behind the metropolitan area in basic employment growth (2.6%) when compared to suburban Virginia and Maryland's rate of 33.4% and 18% respectively.

The District's share of jobs requiring post-graduate education is more than triple the national average (9.9% to 3.3%); while jobs requiring entry-level high school skills (41%) are a significantly smaller share of District employment than the nation as a whole (55.2%). Further, only 23.1% of the District's job growth is forecasted in the high school entry skill level versus 47.9% for the nation and 48.5% for the region.

Conversely, the District has one of the lowest levels of adult literacy in the nation—thirty seven percent (37%) of residents read at or below the third grade level. More than 150,000 residents lack the basic literacy skills needed to get or hold an entry-level job. While more than 40% of residents have at least a bachelor's degree, nearly 75,000 lack a high school diploma. In 2001, the GED pass rate for the District was 43.3%, one of the lowest rates in the nation. Approximately 18,000 TANF recipients have less than a high school credential and almost 50% are reading below 7<sup>th</sup> grade level.

Additional challenges include English literacy deficiencies due to city's growing diversity and a large number of at-risk youth. These issues prevent many job seekers from participating in the city's healthy economy and will continue to hinder the ability of local business, especially small business, to compete.

Efforts to reduce the District's unemployment rate have been hampered by the existence of this cohort that is currently unable to productively participate in the workforce. These individuals confront a daunting complex of workforce participation barriers. Moreover, those who successfully attain high school diplomas or complete training programs soon leave the city for suburban Maryland or Virginia where housing is more affordable.

The "new economy" brings with it new skills and knowledge requirements. Therefore, it will be necessary for the District to develop and implement a 21<sup>st</sup> century workforce curriculum. Incorporating new skill and knowledge requirements into the school curriculum will be a major challenge. The Mayor, the DCWIC, and every partner in the workforce development system understand that these issues will not be corrected immediately. However, all are committed to engineering a more comprehensive and integrated workforce preparation system that identifies and allocates the resources and expertise required to support the Mayor's goal of providing prosperity for all residents.

***I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?***

Despite anticipated job growth, the District's economic health depends on how many residents have the training, as well as academic and literacy skills, needed to enter an increasingly competitive and knowledge-based job market. While District employers should not experience employee skill gaps in the future—since the non-resident workforce should continue to provide an unending source of skilled workers, the extent to which District residents participate in the new economy will be in direct proportion to the success or failure of the city's workforce preparation initiatives discussed herein.

Employers have already indicated that the reading, math skills, and computer knowledge of residents is not at the level needed by business. Some members of the business community suggest that training providers need to design customized training packages that specifically address employer needs. Other employers have expressed concerns about the failure of the training system to teach “soft skills” and they have advocated more closely linking the teaching of soft skills with the actual application of those skills in the workplace.

In addition to the shortage of qualified resident workers, additional workforce preparation challenges include the development of formal relationships with our suburban counterparts to create pathways to regional jobs, addressing youth unemployment, moving individuals from welfare to work.

The Washington area is experiencing significant job growth. The District must take advantage this growth positioning District residents to qualify for a larger share of jobs outside of the city. The DCWIC will forge partnerships with regional employers. The District will assess the “demand occupations” in the region and will market its qualified “products” to the balance of the Washington Metropolitan area. This will mean collaborating with other key workforce investment partners to upgrade the educational and skill level of District residents so that they will be comparable to their suburban counterparts.

***J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?***

Because of its unique position as a federal enclave the District is prohibited from using many of the typical methods states used to raise revenue. Hence, local income taxes are critical to the economic health of the city. While the District's economy has been strong, residents have not necessarily shared in the prosperity. The District has become increasingly dependent on surrounding jurisdictions for labor resources.

While 72% of residents work in the District, only 18% of metropolitan area residents work in the same jurisdiction as their residence. According to the 2000 census, 71% of District workers were non-residents, up from 67.6% in 1990. District residents hold *approximately 200,000 of the nearly 700,000 jobs in the District*. 28% of District residents travel to the suburbs to work.

This indicates that there is a tremendous amount of movement from the suburbs into the District and perhaps between suburbs as well.

Forbidden from implementing a commuter tax, the District watches a significant amount of the income earned in the city—leave the city each day. Providing more opportunities for residents to become tax paying citizens is critical. District must be prepared to qualify for a larger share of jobs outside of the city. The workforce development system will assess the region's occupational outlook and will provide this information to residents.

While a demand-driven focus will improve the effectiveness of the District's workforce system, this strategy alone will not ensure the success of residents. One could successfully argue that the District's labor market has been demand-driven for some time. As our labor market analysis has indicated, good paying jobs within the region require substantial skills. Clearly, they require labor resources that are currently not found within the District's small and declining population base and its resident workforce. Hence, employers have sought to meet their employment demands outside of the resident workforce.

The challenge for the District is to position its residents to secure a larger share of projected regional job growth. To reap the benefits of this prosperity the District must implement programs to ensure that the educational and skill levels of its residents are competitive with suburban residents. The success of the Mayor's economic development plan will also assist in this endeavor as the District becomes a more attractive place to live. Improving public schools, producing affordable housing, and creating safe streets and communities are crucial to the long-term health of the District's economy.

## ***V. Overarching State Strategies***

### ***A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)***

The District has been creative in its application of in-kind and leveraged collaborations. Beginning with the initial years of WIA, such collaborations have provided crosscutting partnerships that integrate approaches to service delivery and continuous improvement to meet the needs of job seekers and employers. Innovative partnerships with CVS/pharmacy, Manpower, and the Washington Post.com, among others, add valuable resources at no-cost or reduced cost to the District's workforce development system.

Federal funding reductions forced the District to examine all of its resources and, where possible, establish a framework for increased collaboration and resource sharing. In addition, Mayor Williams, his Cabinet, and the DCWIC have worked together to identify city resources. Recently, the DCWIC

completed the District's first Resource Mapping initiative. After months of work, the Mayor now has a document identifying the resources committed to each of the city's workforce-related programs. The DCWIC views this initiative as a tool to promote, advocate, and facilitate a higher level of integration of services and leveraging of program resources. As in most states, the DCWIC views its role as convener, facilitator, and change agent for a more innovative, effective, and efficient workforce investment system that is responsive to the workforce needs of District employers and residents.

Previously, the District's workforce investment programs and services depended largely on federal resources. However, under the leadership of Mayor Williams, the strong growth of the District's economy has enabled the District to devote significant local resources to targeted workforce development programs and services. Mayor Williams has included adult and youth career pathway and training initiatives in the District's FY 2006 budget that will more intensively address workforce barriers currently restricting unemployed and underemployed District residents. This year, the Mayor identified funding for his "Way to Work Act" to provide support to the workforce development system thereby freeing up federal resources which will be directed to address the President's call to train more citizens.

The DCWIC has undertaken the task of working to ensure that all public WIA partners contribute to the one-stop center system. Using the Resource Map, they have identified partner resources that can add support the one-stop infrastructure. During a meeting with the City Administrator, the DCWIC was charged to develop a resource sharing presentation for a future Cabinet meeting.

We have already collaborated with the city's Rehabilitation Services Administration (RSA). The DCWIC developed the strategy and RSA is funding a series of actions to improve the One Stop Career Center's ability to serve job seekers with disabilities and enhance the principals of universal access. Working with the University of Maryland's Community Rehabilitation Providers Regional Continuing Education Program (CRP RCEP), staff will receive a basic understanding of various disabilities, how those disabilities impact the customer and their job search, how to accommodate them at the one-stop centers, and what resources are available to assist the customer. In addition, accessibility enhancements have been installed at the centers. The enhancements included automatic doors, Braille printers, career video disks, DVD players, and updated versions of JAWS software.

Mayor Williams has prioritized literacy and education and has championed the Lifelong Learning Initiative targeted to out-of-school District youth. The Initiative, which is funded by the District's State Education Office, has resulted in the installation of Lifelong Literacy coaches, who provide basic Adult education and GED preparation, in the District's One-Stop Career Centers. This crosscutting partnership seamlessly integrates education with workforce preparation services, addressing the needs of an emerging

workforce whose skills must be aligned with the requirements of the current job market.

The one-stop system is in partnership with the District's Court Services Offender Supervision Agency (CSOSA) to implement Project Empowerment Plus, an employment-driven program that provides life skills/job readiness training before referring offenders for on-the-job training and work experience. To limit redundancy in services and administrative costs, Project Empowerment Plus is housed at DOES with access to one-stop services. This partnership has been able to reduce the rate of recidivism for program participants and has promoted self-sufficiency for serious and violent ex-offenders.

The DCWIC and DOES received a federal grant for Faith-based and Community Initiatives. Working with the DCWIC, the Office of Faith and Community-Based Partnerships (OFCBP) has developed Memoranda of Understanding (MOU) with faith organizations that allow them to make use of office space at the One-Stop Career Centers, the Mobile One-Stop Van, and other services. WIA funds have also been leveraged to work with hard to serve populations identified by faith organizations.

As we have stated, another example of an innovative collaboration exists between DOES, the city's one stop operator, and CVS/pharmacy. The culmination of this nationally recognized apprenticeship-training program has resulted in the expansion of CVS apprenticeship training by adding the photo-lab technician occupation to their current apprenticeship standards. This occupation, along with pharmacy technician, is the first to be approved for apprenticeship certification by a State Apprenticeship Council.

Although federal funds are largely used to support the one stop career centers, contributing partners co-locate services to foster seamless service delivery, customer accessibility, and eliminate redundancy. Similarly, the District has used WIA, Unemployment Insurance (UI), Wagner-Peyser, Welfare-to-Work, TANF, and local funding sources to enhance *DCNetworks'* Virtual One-Stop (DCVOS). As a result, the DCVOS now interfaces WIA and Wagner-Peyser systems with the District's UI system. UI claimant information is passed between the two systems creating an automatic registration. The integration of these systems is a cost effective way to respond to the needs of District employers, job seekers, and claimants.

DCVOS eliminates the need for job seekers to fill-out redundant enrollment forms to access WIA, Wagner-Peyser, Veterans, and Unemployment services. DCVOS has also allowed the District to integrate the services of other programs under its administration including Welfare-to-Work/TANF, Project Empowerment, and Apprenticeship. This approach has maximized available resources, fostered greater access to support services, increased self directed services, and assisted in equipping many job seekers with the skills and

training opportunities necessary to effectively compete in the District's rapidly changing economy.

DCVOS provides the electronic connectivity that integrates and streamlines services among partnering agencies and provides universal core services to job seekers, unemployment insurance services to claimants, and business-related services to employers. Employers are able to access virtual recruiter services that have skill matching capabilities, regional and ward specific labor market information, and employer UI information.

***B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D), 112(a).)***

National priorities for the workforce system promote a business-driven, accountable, one-stop system that is responsive to the needs of multiple customers. Specific priorities are established for youth development, customer choice, and an emphasis on high-growth, high-skill occupations.

These priorities mesh well with the District's business services goals. Clearly, the District is in step with this national strategic direction. With the vision and strong support of Mayor Williams and the collaboration between the DCWIC, District agencies, and workforce development partners, the District has already taken steps to become a more demand-driven system.

In the early years of WIA, Mayor Williams charged DOES with the task of leading the city's program integration initiatives. The DCWIC and DOES management provided the leadership to achieve USDOL's vision for a seamless service delivery system that eliminated the "wrong doors" confronting job seekers and employers.

These technical achievements notwithstanding, enhancing business services continues to be a District priority and is supported through local policy, common data collection and reporting, and integrated administration of local and federal programs.

In 2004, DOES was mentored by the Utah Department of Workforce Services (DWS) as participants in USDOL's National Business Learning Partnership initiative. DOES' objectives included: developing and enhancing our business services model, making one-stop system improvements in support of services to business, building the capacity of business service staff, and improving *DCNetworks'* economic development linkages and partnerships.

During the twelve months of the partnership, DOES reviewed and adopted many of the DWS' methods for soliciting and utilizing feedback from employers to improve service delivery to business. DOES continues to meet with targeted employer groups, such as healthcare and hospitality. In addition,



DCNetworks new Labor Market Information (LMI) publications will reflect lessons learned from Utah with more user friendly formats for employers and job seekers. Utah's LMI Director assisted DOES in designing a plan to deliver LMI training to one-stop and business services staff. The objectives of the partnership have been fulfilled and the results have enabled DOES to bring its service delivery closer to the national vision.

In yet another example, in 2004, DOES recognized a need to penetrate several untapped job markets in the region. Irrespective of the improvements, customers continued to view District one-stop centers as "unemployment offices." Unemployed professionals did not perceive them to be a valuable resource. While the use of temporary staffing agency was not a new concept for the District—placing one inside of a one-stop center was. Nonetheless, after months of discussion with Manpower Search Professional (MSP), DOES and MSP signed a Memorandum of Agreement to place a professional staffing office on-site.

In collaboration with the DCWIC, DOES transformed its Job Services Offices into the Office of Employer Services (OES) in 2002. The new OES mission required it to work within the one-stop system to maintain an effective link with employers; to address their current and future workforce needs, and to provide a broad menu of services. OES developed strategic goals and a program designed to provide strategic technical assistance and high quality customer service to employers.

One element of the OES strategic mission was the creation of a Business Services Team (BST). Staffed with "account executives," the BST is a select group of DOES staff created to be a liaison with the business community. Currently, BST supplies a variety of services that includes developing employer profiles, promoting DOES' services, orienting employers to DCVOS, and conducting professional recruitments. To be more responsive to a high demand/high growth industry, the services will be expanded. New customized employer services will include evaluating recruitment needs and schedules, pre-employment assessments, employee turnover assessments, job and skill requirements, and analysis of existing and future training needs.

As new initiatives, guidance, or proposals requests are received, they will be reviewed by DOES and the DCWIC for impact, cost, required resources, and labor market information. Once this information is gathered, proposals will be presented to the appropriate committee of the DCWIC and to the DOES Director. Once there is a recommended direction, proposals will be presented to the Executive Committee and to DOES for consideration.

- C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§112(a), 112(b)(4)(A).) The State may want to consider:***

- 1. Industries projected to add a substantial number of new jobs to the economy; or*
- 2. Industries that have a significant impact on the overall economy; or*
- 3. Industries that impact the growth of other industries; or*
- 4. Industries that are being transformed by technology and innovation that require new skill sets for workers; or*
- 5. Industries that new and emerging and are expected to grow.*

Mayor Williams' will continue to promote the District's prosperity, exceptional business climate, quality of life, and proximity to the Federal government. Clearly, the District is the hub of a region fast becoming the center of the global economy. The Mayor's plan for economic development is to expand and diversify the economy, promote neighborhood revitalization, and provide economic opportunity for all residents. Attracting and retaining business is one key to expanding and diversifying the economy.

The Mayor convened the Office of Planning and Economic Development, the Office of Planning, the Department of Housing and Community Development, the D.C. Housing Authority, the Department of Transportation, the Department of Employment Services, the Rehabilitation Services Administration, the National Capital Revitalization Corporation, and the Washington D.C. Marketing Center to form an executive steering committee to encourage high-growth services industries to locate in the District.

DOES supports this effort by generating labor market information that identifies the industries and occupations projected to be crucial to the growth and diversity of the District's economy. The Office of Planning and Economic Development, under the guidance of the Mayor, has been designated to spearhead a Business Attraction and Retention Initiative geared to attract industries which will contribute to diversifying the economy and creating attainable jobs for residents.

Mayor Williams and the Office of Planning and Economic Development have prioritized the attraction of new retailers to the District. The Washington Marketing Center, a non-profit economic development intermediary, and the Business Attraction and Retention Team (BART) have established a four-point plan to target identified high-growth, high-demand industries:

- Marketing and Resource Initiatives
- Business Development Assistance
- Research and Information
- Industry Development Incentives

Based on local demographics, the Mayor has concluded that large retail businesses will help stimulate the local retail industry and offer jobs more consistent with the skill sets of many unemployed residents. This four-point strategy has been utilized to launch the "restore D.C." program, an umbrella initiative to spearhead retail attraction efforts. The product of this courtship will not only provide a source to reclaim tax dollars, but one that can establish

a greater balance against the top-heavy occupational hierarchies that currently exist within the District.

### Business Attraction and Retention Strategies

Offering incentives to help new and existing businesses achieve their bottom line is one of the District's critical mechanisms to attract business. A partial list of tax incentives are:

- *Enterprise Zone (EZ) incentive programs*—EZ programs are legislative initiatives designed to stimulate economic growth and job development. Federal incentives designed to tap the investment and employment potential of the EZ include three types of wage credits, an additional expensing allowance, a zero federal capital gains tax rate to finance the acquisition, and construction and renovation of a wide array of the District's capital projects owned by private enterprises and non-profit institutions.
- *Low interest revenue bonds for construction and inventory*—The D.C. Revenue Bond Program provides below market interest rate loans to qualified private enterprises that are located in the Enterprise Zone, as well as to non-profit and manufacturing organizations citywide.
- *Federal tax credits for hiring DC residents*—Businesses of all sizes are eligible to claim the federal Work Opportunity Tax Credit (WOTC) and Welfare to Work Tax Credit (W2W).
- *TIF bond financing for mixed use projects*—Tax Increment Financing (TIF) provides governmental incentives to private developers to stimulate investment in areas in the District which have difficulty attracting development.

***D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)***

Alliances, networks, and other relationship building mechanisms generally interrelate through Memorandums of Understanding (MOU). In addition to the District's joint MOU with the required WIA partners; over the life of

WIA, DOES has been signatory to more than 40 MOUs with public and private organizations. These MOUs support partner services and establish additional collaborations vital to the ongoing and sustained success of the District's workforce system. The following list provides a snapshot of the non-required partnerships that have been established:

- D.C. Office on Aging
- CVS/pharmacy
- Washington Metropolitan Transit Authority/University of District of Columbia
- Prince Georges County Workforce Services Corporation
- Metropolitan Washington Council/AFL-CIO
- Columbia Lighthouse for the Blind
- U.S. Immigration and Naturalization Service
- Lt. Joseph P. Kennedy Institute
- Davis Memorial Goodwill Industries
- Washington Post Newsweek Interactive
- Manpower
- U.S. Veterans' Administration
- D.C. Chamber of Commerce

A recent business partnership is the collaboration between DOES and *Washington Post Newsweek Interactive*. This partnership integrates the employment and career building online services, [www.DCNetworks.org](http://www.DCNetworks.org) and [www.washingtonpost.com](http://www.washingtonpost.com). Through DCVOS, job seekers have access to one of the largest repositories of regional jobs, while local employers have broader exposure and access to a larger local pool of job applicants.

Similarly, DOES has initiated a partnership with *Manpower Professionals*, a national staffing service, to provide on-site job readiness, recruitment and screening assistance primarily for professional job seekers. This partnership integrates and leverages employment-related services in a cost effective arrangement that maximizes the range of services provided in the One-Stop Career Centers without incurring additional costs.

Literacy initiatives that integrate education and workforce entities to respond to the skill needs of business are also defined through MOU. The District has implemented agreements that link the *State Education Agency* with One-Stop Career Centers to provide adult education and customized training services. The agreement ensures that education and training efforts remain relevant to the needs of targeted high-growth, high-demand industries.

The D.C. Public Schools' (DCPS) Career Technical Education Department is addressing the demand for a skilled and competent workforce by launching career academies in its senior high schools. The academies were selected based on alignment with projected growth industries and occupations identified in the Employment Projections by Industry prepared by DOES, and

the Occupation Employment Statistics from the U.S. Department of Labor (USDOL).

The *D.C. Children and Youth Investment Trust Corporation* is another of the collaborative components emanating from the Mayor's Safe Passage Initiative. The Children's Trust is an independent non-profit organization founded to increase the quality and accessibility of out-of-school services for children, youth, and families. Its goal is to create a sustainable network of effective programs across the District. The Trust leverages public and private funds across all agencies and the private sector to disburse through grants to organizations in the District that provide direct services to children, youth and their families.

***E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high-growth/high-demand industries? (§112(b)(17)(A)(i), and 112(b)(4)(A).)***

In its dual role as the grant recipient and the principal one stop administrator, each year, DOES presents provider performance information and training budgets to the DCWIC. The DCWIC will engage the Mayor to discuss any disagreement with the agency's allocation of training dollars. The DCWIC only approves training programs in demand occupations.

Previously, the District's workforce investment programs and services depended largely on federal resources. However, under the leadership of Mayor Williams, the strong growth of the District's economy has enabled the District to devote significant local resources to targeted workforce development programs and services. Mayor Williams has included adult and youth training initiatives in the District's FY 2006 budget. These funds will address workforce barriers currently restricting unemployed and underemployed District residents. Moreover, it will free-up additional federal resources which will be directed to address the President's call to train more citizens in demand occupations.

The Mayor has charged the DCWIC and DOES with the task of administering the District's Training Provider system. In that regard, it is the DCWIC's policy to only approve programs (courses) for demand areas. The DCVOS Consumer Reporting System (CRS) is the performance measure data base. It is accessible under the training provider link on DCVOS at [www.DCNetworks.org](http://www.DCNetworks.org) and provides program information to customers interested in WIA and non-WIA education or training options. From it, job seekers are able to make an informed decision regarding the type of training available, cost of training, reported performance, choice of training venues.

***F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)***

In addition to the tax incentive programs already outlined, at the direction of the Mayor, DOES established a Small Business Development One-Stop satellite center located in its headquarters building. DOES is in partnership with the D.C. Minority Business Development Center (DCMBDC). Operated by the National Community Reinvestment Coalition (NCRC) and funded by a U.S. Department of Commerce grant, this partnership focuses on enhancing the performance and profitability of minority business enterprises. The program receives in-kind support from DOES. The partnership has produced an on-site, one-stop resource for entrepreneurship recruitment, seminars, business technology skills, incubation services, business networking events, and pro bono counseling provided by DCMBDC partners.

***G. How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)***

The District, operates as a single service entity, applies reserved funds for DCWIC activities.

***H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)***

The collaboration began with the Mayor's Safe Passages Initiative and the District's Youth Investment Council (DCYIC). The members of the DCYIC work in conjunction with its public sector partners to ensure that DOES is serving the employment and training needs of its partners. This is not to say, that improvements are not needed to enhance the overall quality of service delivery and to create a demand-driven system. One of the initiatives the DCYIC will be undertaking is the establishment of a private sector steering committee that will focus exclusively on engaging the private sector in the development of youth training programs that address the needs of business. Progress has been made with the creation of the DCPS Career Academies and the establishment of its Industry Council. However, the DCWIC and DOES must ensure that all training programs (local and federal) address the needs of the private sector. The goal will be to develop model employer-driven youth development programs.

In addition, DOES will work with the D. C. Chamber of Commerce (DCCC) to enhance its private sector summer jobs' initiative. DCCC will bring together private employers in the development of a workforce preparation program for 300 youth. This initiative is an initial step toward creating a more

demand-driven youth workforce system, and increasing overall private involvement.

As a part of a grant provided by the U.S. Department of Justice, DOES and the city's Office of Youth Rehabilitation Services are working on an MOU that will transfer \$200,000 to DOES. The funding will be used to expand the WIA service delivery that is occurring year-round for youth in the TANF, homeless and foster care systems.

The immediate goal is to create a "wrap-around" service delivery system to maximize resources.

***I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)***

The Mayor's Business Roundtable, which is comprised of senior business executives will review and assess initiatives which are submitted for incubation. If issues compromise District laws, policies, or regulations, justifications for modification will be entertained by the Mayor and the District's City Council.

***J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.***

If the District's strategic objectives are hampered, we will pursue waiver options. Waivers will be presented to the DCWIC for review and comment. Once approved, the waiver will be posted for public comment for thirty days. All comments will be reviewed, modified as needed, and presented for final approval. At this juncture, the District is submitting the following waivers request with this plan:

- Transfer up to 100% of a program year allocation for Adult funds and up to 100% of a program year allocation for Dislocated Worker funds between the two funding streams;
- One-Stop Centers be permitted to utilize DVOP Specialists and LVER staff as fully-integrated employees in the service delivery system thereby permitting them to provide services to all customers;
- Waive the current federal percentage expenditure mandate for out-of-school youth; and
- Extend the period of time for certifying and recertifying training providers.

***VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)***

***A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)***

In the District's initial WIA Plan, DOES outlined its goal to create a true "no wrong door" system for USDOL programs. That goal has been achieved. The District's workforce development system—*DCNetworks* is at the forefront of integrated workforce service delivery: Unemployment Compensation (UI), Wagner-Peyser, WIA, and Welfare-to-Work services can be accessed through one system. *DCNetworks'* information system, Virtual One Stop (DCVOS) provide the central repository for all data collection, case management, integrated service delivery, performance management, consumer reporting, information management and reporting. DCVOS is a web-based system used by all District One-Stop Career Centers and satellites, management, and staff. The system provides access to a comprehensive array of services for employers, job seekers, training providers, claimants, and youth.

Real-time performance assessments and on-line reports have been developed to monitor staff performance. The database is updated daily so that managers and staff can produce customized and ad hoc reports to meet federal or local requirements. DOES uses the system's capabilities to develop a comprehensive reporting framework for all programs. WRIS and FEDES data are also filtered through DCVOS to ensure the accuracy of employment data.

In 2004, DOES completed the development of a DCVOS/DOCS interface. DOCS is the District's mainframe unemployment compensation system. The interface provided UI claimants with the option of filing claims over the Internet. Moreover, UI claimants are automatically registered in DCVOS are encouraged to perform job searches. The system also maintains 1099 information and hearing schedules on-line.

Important UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in DCVOS. This will enable case managers from multiple program areas to review the array of services and avoid duplication of effort. Future plans call for tighter integration to assure that job searches and referrals have either been staff recorded or the individual has used DCVOS for job search assistance. Future plans call for the integration of O\*NET Occupational Codes at UI registration. The O\*NET code will support additional automated processes for job and skills matching. All claimants will be provided a list of appropriate job leads when their claim is filed.



Emphasis has been placed on encouraging customers to use the system for employment. DOES has increased the number of jobs available through DCVOS. Included are jobs entered by employers, jobs recorded by staff, jobs on America's Job Bank, and jobs listed in the Washington Post. DCVOS also collects job listings from HotJobs and Career Builder. The jobs listed from these sites are refreshed several times a week. In 2005, DCVOS will begin a "job spider" which will automatically capture jobs listed on major internet job sites and company web sites. Conservatively, the "job spider" will add 20,000 new jobs to DCVOS.

Training activities and training progress can be tracked through DCVOS. High-growth, high-demand occupations are readily displayed for use as planning tools. In 2005, DOES will implement an on-line training application. Job seekers will be able to submit an on-line application for staff review. Training providers have the ability to access the system and add/modify information about their institution and the programs they offer.

WIA and Wagner-Peyser reports are generated using DCVOS. Reports are also run from the data validation software provided by USDOL. Future plans to support data validation include imaging required documentation.

DCNetworks/DOES will also implement DCVOS scan cards so that orientations, workshops, attendance at ERP reviews, reemployment and profiling visits, case manager visits, and other one-stop activities can be automatically recorded in DCVOS increasing the accuracy of service delivery.

The District and contract staff that oversees DCVOS has been unfailing in its attention to the maintenance and security of the system. The District has dedicated considerable resources to this effort and, because it is inclusive of all programs, the system data presents the most accurate portrayal of services.

***B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)***

The District's workforce development system has evolved. In the first years of WIA, the District has completed the integration of five "stovepipe" systems. This rapid development of DCVOS has permitted the District to offer a full range of one-stop services to employers, individuals, providers, and staff over the Internet. Because more customers are engaging in self-directed services one-stop centers are now able to utilize cross-trained staff to deliver multiple services and not be bound by program designations. All of

this has benefited the system by costly eliminating duplication, reducing operational costs thereby freeing-up more resources for job seeker training.

Over the life of the initial plan, as many as 13 One-Stop Career Centers have been strategically located throughout the District. However, DCVOS has enabled the District to close centers and adjust services in others. Currently, the District has two full service centers, three satellite centers, three affiliate centers, and a Mobile One-Stop.

Affiliate centers such as the Veteran's Center located at the U.S. Veteran's Administration operate at no-cost or nominal cost to the WIA system. The District will continue to efficiently utilize federal and local resources to meet the needs of its customers.

***C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)***

To further the Mayor's goal to ensure universal access to Limited English Proficient (LEP) customers, the District has a new law entitled the "Language Access Act." The law implemented by the Mayor's Office of Human Rights (OHR), requires city agencies to appoint a Language Access Coordinator and develop an extensive plan (Baseline Assessment Plan (BLAP)) according to strict guidelines set by OHR. The BLAPs concentrate on five action areas: data collection, cultural competency, outreach, translation of documents, and recruitment of bilingual staff. DOES is required to coordinate with the Mayor's Office of Latino Affairs and Asian and Pacific Islander Affairs in order to execute the plan.

DCVOS which is translated in English and Spanish, and has several interfaces for persons with disabilities promotes universal access and ensures consistency of services. DCVOS is the portal for accessing all programs.

To ensure universal access in the delivery of services through the workforce development system, the DCWIC established a Universal Access Committee. The committee addresses access issues for populations such as LEP individuals, persons with disabilities, and older individuals.

In 2004, the committee developed the first set of standards for culturally and linguistically appropriate services at the District's One-Stop Career Centers. The priorities for 2005 include:

- Continue development of standards for culturally and linguistically appropriate services at the One-Stop Career Centers, including disability access.
- Develop an assessment tool to monitor and measure the effectiveness of the implementation of standards.

- Establish and sustain alliances with community-based organizations in the Latino, Asian and Pacific Islander, disability, and other communities to increase their involvement as partners in the workforce investment system and help customers make the transition into the one-stop system.
- Continue outreach and marketing to the communities to raise awareness of services available to limited-English proficient communities and persons with disabilities.

The committee convenes monthly to review *DCNetworks* progress in implementing the recommendations. They will also work closely with DOES and other executive agencies and committee members from the private, government, and non-profit sectors to ensure the implementation of goals. The committee will also conduct a series of assessment site visits to the One-Stop Career Centers to measure implementation of goals.

In addition, DOES has developed the “One-Stop Career System Operating Policies” manual for staff. This manual serves as a framework for the standardization of service delivery. In a continuing effort to evaluate one-stop activities, DOES used the services of Charter Oak Consultants to help establish policies to guide the case management process. The implementation of these performance measures prompted the creation of the DOES Case Management Institute (CMI), the first in-house school for One-Stop Career Center case managers. CMI was created to standardize best practices in case management for all staff who are responsible for providing employment-related services to customers.

***D. What policies support a demand-driven approach, as described in Part I. “Demand-driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)***

The initial steps taken by the DCWIC to create a demand-driven workforce investment system began in July 2001, when the DCWIC was awarded its DOL Sector Initiative Planning Grant. Although this planning grant was relatively small (\$75,000), the resources were dedicated to identifying high-growth industry sectors and, more important, researching the employment and training characteristics and requirements of those high-growth industries. This information provided the DCWIC with more specific information to begin to guide and direct the investment of resources.

Shortly after the completion of the planning grant, the DCWIC commissioned the development of the District’s first “*State of the Workforce Report*” to provide the Mayor, District agencies, and the Council of the District of Columbia a compilation of strategic information, findings, and recommendations to guide future investments in workforce education and training. The report was utilized by the DCWIC to develop its strategic goals

and initiatives. In addition to the State of the Workforce Report, the DCWIC, in collaboration with DOES, commissioned a regional *Supplemental Employer Survey* to ascertain more detailed and timely labor market information that was not available through the Bureau of Labor Statistics (BLS). The survey was conducted by Geographic Solutions and the Neilson Media Group. This telephone and/or Internet survey consisted of 35 questions developed by the DCWIC's Employer Involvement/Labor Market Information Committee. Over 66,000 employers throughout the greater Washington, D.C. metropolitan area were surveyed, with well over 14,000 respondents (25%). The Supplemental Employer Survey data is available on DCVOS for staff, employers and customers.

The DCWIC has recently completed the District's first *Resource Mapping Initiative* of workforce related programs. The DCWIC views this product as a tool to promote, advocate, and facilitate a higher level of integration of services and collaboration of programs. As in most states, the DCWIC views its role as convener, facilitator, and change agent for a more innovative, effective, and efficient workforce investment system that is responsive to the workforce needs of District employers and residents.

During the next two years, the DCWIC will update the original State of the Workforce Report by focusing on strategies and best practices that will promote and facilitate a more comprehensive service delivery strategy designed to address the unique workforce needs of residents and employers. The DCWIC, through its One-Stop Oversight Committee, is reviewing the District's WIA-Eligible Training Provider system to promote a higher level of performance. In addition, the DCWIC will continue to review one-stop system performance through its one-stop credentialing process. The DCWIC, through its other standing committees (i.e. Employer Involvement/Labor Market Information, Universal Access, Youth Investment Council and Workforce Education and Training), will ensure continuous improvement of District programs and services. The DCWIC will continue to develop partnerships with public, private, and non-profit entities and organizations to enhance the development and effectiveness of the District's workforce investment system. As a result of the implementation of these more comprehensive service delivery strategies, the DCWIC, in consultation and collaboration with the Mayor, will continue to assist in development and implementation of policies, strategies, and initiatives to ensure a more effective demand-driven approach within the District.

***E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv)).***

The District ensures that the resources available through the city's various apprenticeship programs are fully integrated with the one-stop delivery system by rotating a fulltime apprenticeship representative through the two full

service One-Stop Career Centers. The representative provides information to customers on the apprenticeship system and coordinates referrals to available apprenticeship opportunities. In addition, the DCVOS provides customers with a direct link to the apprenticeship website that provides an overview of the training system, including the various types of apprentice-able occupations. DCVOS also has a direct link to the U.S. Department of Labor's Apprenticeship web site that provides additional information. The Apprenticeship Office staff and *DCNetworks* staff work collaboratively in providing workforce development services at community and civic events and job fairs.

In a continued effort to increase the awareness of Apprenticeship to the city's youth, the *DCNetworks* Office of Apprenticeship is collaborating with the D.C. Public Schools to educate teachers, guidance counselors, and students about the apprenticeship training system. The Apprenticeship Office has also established partnerships with selected senior high schools and apprenticeship sponsors, providing students with exposure to the specific trade and the apprenticeship system in general. This linkage also serves as a direct entry to apprenticeship opportunities for high school graduates.

In the late 1990's District youth's interest in the Job Corps program seemed to wane. Moreover, once DOES lost the Job Corps recruitment contract, its successor did not seem interested in promoting Job Corps in the One-Stop Career Centers. Recently, DOES has initiated communication with the Potomac Job Corps Center and is hopeful that a strong partnership can be established in 2005.

**VII. *Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121).***

**A. *What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14)).***

In 2004, the DCWIC initiated a "Malcolm Baldrige-based" review of the District's two full-service One-Stop Career Centers. The process was conducted over several months and included on-site reviews and a series of face-to-face meetings between one stop staff, managers, and system administrators and reviewers from the D.C. Chamber of Commerce. The review concluded with the DCWIC certifying both for a two-year period. The District is in the second year of the certification period.

DOES has developed a One-Stop Career System Operating Policies manual. This manual serves as a tool for the standardization of service delivery in accordance with WIA policy. Copies of the manual are available to staff on CD and on the [www.DCNetworks.org](http://www.DCNetworks.org) site. In a continued effort to regulate

and evaluate one-stop activities, *DCNetworks* procured the services of Charter Oak Consultants to translate workforce development policies for exiting and contact procedures into a standardized and measurable case management activity. The implementation of these performance measures prompted the development of the DOES Case Management Institute (CMI), the first in-house school for One-Stop Career Center case managers. CMI was created to standardize best practices in case management for all staff who are responsible for providing employment-related services to customers. The ultimate goal is to better link workforce development policies with consistently effective case management applications.

***B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)***

The District of Columbia's One-Stop system has instituted policies to partner with employers using the one-stop system as the primary deliverer of business services. It is our policy to analyze employer responses gathered from customer satisfaction surveys and respond to employer feedback by adjusting or refining the quality of our services. DOES conducted a series of employer forums which improved the quality of information we received from employers. As a result of these forums, DOES implemented the Business Services group which gives employers a single point of contact for their needs across all agency programs.

The Workforce Development Bureau Administrator issues policy guidelines and issuances to one-stop staff which define procedures for integration of UI, Wagner-Peyser and WIA programs for business and individual customers. These emphasize the elimination of artificial or bureaucratic barriers across program delivery which affect the public perception of workforce services and often discourage the business customer.

A key policy is the guidance to DOES managers to cross-train all staff responsible for the delivery of services. In practice this results in staff knowledgeable about WIA, Wagner-Peyser and UI. Each of these major programs has a business service component. DOES' goal is to provide business with quick and accurate information either from staff trained to research the query on DCVOS or to have the knowledge available from policy procedures and manuals.

In its initial WIA Plan, the District set forth its goal to integrate all of its USDOL funded programs. DCVOS is the District's central repository for all data collection, case management, integrated service delivery, performance management, consumer reporting, information management, and reporting—for all WIA and Wagner-Peyser programs, including Veterans. Other programs such as Senior Community Service, Welfare-to-Work/TANF, Unemployment Insurance, and local programs are interfaced to DCVOS.

DCVOS is a web-based system used by all District One-Stop Career Centers, customers, providers, employers, partners, managers, and staff.

***C. What actions has the State take to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)***

Reviewing system costs is an ongoing part of operating the one-stop system. The District's workforce development system has evolved over the past five years. Five major stovepipe programs have been integrated into a single service delivery system. By integrating federal programs into one system, DOES has eliminated significant duplication, reduced operational costs, and allowed the workforce development system to re-allocate resources.

Technology has been a major factor in improving the District's business processes. DCVOS provides a complete menu of self-directed tools to support the job seeker. This enhancement, along with staff cross training, has allowed DOES to utilize existing staff to deliver multiple services thus freeing more resources for training.

***D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)***

Statewide funds are used principally to support DCWIC operations. Statewide have also been used to help maintain and modify DCVOS. In recent years, statewide funds have been used to support DCWIC staff, cover costs associated with DCWIC productions and activities such as, the State of the Workforce Report, the Supplemental Employer Survey, the Resource Mapping Initiative, and the One-Stop Credential Process. Statewide funds also supported the necessary programming to place results of the Supplemental Employer Survey on DCVOS.

***E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)***

The integration of functions such as finance, administration, personnel, procurement, technology, public affairs, case management, workforce information, staff development, supports the delivery of all services in *DCNetworks*. Since most of the key workforce assets are under Mayor Williams' purview, *DCNetworks* ability to maximize resources and avoid duplication of effort is assured. With the Mayor's economic development priorities and the oversight of the DCWIC, DOES and its partners will identify more ways to support the employment aspirations of job seekers and employers.

It can be argued that the District has, for some time, been a demand-driven economy. DOES, as the principal one-stop partner, has been developing a new model for providing business services. As the District continues to implement its “no wrong door” vision and develops more tools that place critical services at the fingertips of residents, *DCNetworks* will become far more relevant in the neighborhoods and communities of the District.

The DCWIC also has established assurances of quality, integrated service delivery by establishing minimum threshold requirements for the certification of *DCNetworks* full-service One Stop Career Centers. These requirements provide the baseline for effective operation. Every two years, the DCWIC initiates the certification process. The next certification process will take place in 2006.

### ***VIII. Administration and Oversight of Local Workforce Investment System***

#### ***A. Local Area Designations***

- 1. Identify the State’s designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)***

The District was designated as a single service delivery area under JTPA. Mayor Williams sustained the designation of the District as a local area for the purposes of WIA. This designation will not change during this two-year cycle.

- 2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board’s role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)***

Under the JTPA Sec. 101.(a)(1), the Mayor, designated the District of Columbia as a single service delivery area after receiving a proposal from the Private Industry Council, which served as the State Job Training Coordinating Council.

In making a determination as to whether the District would retain its designation the current Mayor consulted with the DCWIC, which is the current state and local board for the District. The District remained a single service delivery area at the recommendation of the DCWIC and the subsequent approval of the Mayor.



**3. *Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).***

There have been no appeals of the area designation and none are anticipated.

**B. *Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)***

By virtue of the fact that the District operates as a single service delivery area under WIA, the DCWIC serves as the state and local workforce investment board. Local board members representing the public sector are appointed by the Mayor, except for those serving on the City Council. Board members representing the private sector are nominated by the D.C. Chamber of Commerce or other private sector associations, and the DCWIC presents them to the Mayor for approval. All appointed or approved representatives meet the membership requirements defined in Section 117(b) of the WIA Act.

**C. *How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)***

Utilizing WIA statewide funding, the DCWIC contracts with the Corporation for a Skilled Workforce (CSW) to provide technical assistance and support to the membership. CSW has worked with the DCWIC in the development of DCWIC training retreats, in the preparation of the District's Resource Map, and also directed the development of the tools and process for administering the one-stop center credential.

In addition, the Mayor builds the capacity of the board by providing sound legislative support for workforce-related policies. His reasoned approval of board members ensures the successful management and oversight of the District's workforce investment system has also been a capacity building strategy.

**D. *Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:***

- 1. *What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements? and***
- 2. *How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?***

The District is a single service delivery area. As such, the DCWIC serves as the state and local workforce investment board. Further, one stop policies related to DOES and duties of the DCWIC are referred to the DCWIC and the Mayor respectively.

In an effort to build the capacity of the DCWIC to develop and manage a high performing workforce investment system, the Mayor designated the DOES as the District's One-Stop Administrator. All strategic planning guidance is developed by DOES in conjunction with the DCWIC. All draft and final copies are submitted to the DCWIC and subsequently to the Mayor for final approval. Because the Board and DOES work collaboratively to establish program goals and expected outcomes, there is little opportunity for plans to be inconsistent with the Mayor's vision

***E. Regional Planning (§§112(b)(2), 116(c).)***

- 1. Describe any intra-State or inter-State regions and their corresponding performance measures.***
- 2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.***
- 3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.***

Since the District of Columbia is a single workforce delivery area it negotiates one set of performance measures.

***F. Allocation Formulas (112(b)(12).)***

- 1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).***

Since the District is a single workforce delivery area, it will not use a local distribution formula. The District will use the 30% discretionary funds to provide core, intensive and training services for Adult, Youth, and Dislocated customers. The funds will be allocated using the formula outlined by the WIA Act—except the formula will not be adjusted to account for unexpected or unplanned variances. A cost allocation plan developed by DOES will address staff expenditures. Cost will be allocated according to the District's standard budget and fiscal policy and procedures.

2. ***Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.***

Because the District is a single service area, a local distribution formula is not required.

3. ***Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).***

The District's allocation formula for dislocated worker funds is as follows:

- 15% of the funds are reserved by the Mayor for statewide activities including:
    - Administration of statewide activities;
    - Augmentation and development of established and new programs targeted to the District's enterprise community;
    - Maintenance of the District's list of eligible training providers;
    - Evaluation of services provided through the One-Stop Career Centers;
    - Technical assistance to One-Stop Career Centers that fail to meet performance measures;
    - Development and operation of the One-Stop Career Center system;
    - Operation of the fiscal and management accountability system;
    - Provision of capacity building and technical assistance services to one-stop operators, partners, and eligible training providers;
    - Implementation of innovative training programs for incumbent workers, displaced homemakers, and nontraditional customers;
    - Identification of eligible training providers.
  - The District reserves 25% of its dislocated worker funding for rapid response activities.
4. ***Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.***

The District is a single service delivery area. As such, the Mayor is the direct recipient of funding from the Department of Labor. The Mayor has designated the DOES to be the administrative authority for implementing WIA. The funds distribution closely aligns to the state allocations standards outlined in WIA. DOES reviews the budget monthly to ensure that all fund obligations and expenditures are met. All recommendations on funding distributions and transfers including those between adult and dislocated workers programs are presented at the DCWIC board meetings.

If the recommendations are approved by the DCWIC, DOES makes the adjustments.

***G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)***

1. ***Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.***

The District Individual Training Account system is a collaborative process between three organizations: the Office of Contracts and Procurement; which is mandated under District law to perform the procurement of all goods and services for District of Columbia Government, the DCWIC, which under WIA is mandated to develop, approve, and oversee the WIA eligible training providers system, and DOES which, as the District's administrative entity, is responsible for the operation of the District's Individual Training Account system.

Prior to the implementation of the District's Workforce Investment Act Title I Five-Year Strategic Plan, a procedure and process was developed for administering the District's Individual Training Account (ITA) system. The District's ITA system is commonly referred to as the Blanket Purchase Agreement (BPA) process. In order to secure their services without the commitment of funds, training vendors initially are provided a Blanket Purchase Agreement which outlines the terms by which funds will be committed. In order to qualify, there is an application process which was developed and is annually reviewed by the Office of Contracts and Procurement, the DCWIC, and DOES. Once a training vendor completes the application, it is reviewed by the Office of Contracts and Procurement and the DCWIC for compliance. If approved, the training vendor is placed on the WIA approved training vendors list. However, being placed on the WIA approved training vendor list does not guarantee that a vendor will receive referral of WIA eligible students. The system is based on informed customer choice. Training vendors are required to make their brochures and information available at the One-Stop Career Centers. Once a WIA eligible student selects an approved training vendor, one-stop staff makes the referral. Only when an approved training vendor enrolls an approved WIA-eligible student into an approved training program are funds committed. The performance of all approved training vendors is tracked through DCVOS. The *DCNetworks* DCVOS also supports the District's Consumer Reporting System, which provides a list of all approved WIA training vendors and provides their performance information.

2. ***Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including***

***representatives of business and labor organizations, in the development of these policies and procedures.***

The District solicited recommendations regarding the development of policies and procedures from its inclusive and broad-based DCWIC membership which consists of training providers and interested members of the public, including representatives of business and local organizations. Obviously, policies and procedures grounded in District law are not subject to change. Moreover, DCWIC meetings are public meetings and citizens, including employers who are not members of the DCWIC can comment and make recommendations.

The District posts notices in the Washington Post and other local papers requesting comment on workforce investment issues. In addition, notices are posted electronically on the DOES website. Examples of public notices can be found at: <http://www.does.dc.gov/does/cwp/view,a,1233,q,538394.asp>

***3. How will the State maintain the State's eligible training provider list?***

The District has developed an application to be used by service providers interested in becoming part of the individual training account system. The completed applications are submitted to the DCWIC. The information provided is documented on a list of providers with required cost and performance information. Upon receipt of the list, DOES reviews the applications and makes an eligibility determination within 30 days. Eligibility is based on required performance levels set by the DCWIC in compliance with WIA requirements. Over the past five years, the list of training providers has expanded from 40 to 81 organizations with additional applications being submitted to the DCWIC on an ongoing basis. Modifications to the provider information are updated on an ongoing basis. Once approved the provider's approved courses are placed on DCVOS and are accessible via the Consumer Reporting module.

***4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.***

The DOES Office of Contract Management (OCM) conducts monthly performance reviews of active training providers utilizing information entered into the DCVOS. The performance data is compared to the providers' planned performance to determine their status. Low performance data is a signal to OCM to issue a request for a corrective action plan. In addition to monthly reviews, OCM also conducts quarterly onsite monitoring visits and provides technical assistance as needed.

Eligible training providers who continue to fall below the required performance levels are removed from the District ITA list. Providers who choose to appeal their denial of eligibility can:

- Submit a written request for a hearing to the DCWIC. This hearing is conducted by the DCWIC and takes place within 30 days of receipt of the request by the DCWIC.
- The hearing includes a explanation as to why the eligibility was terminated by the DCWIC and an appeal by the training provider citing why the decision should be reversed or a compromise established. Within 10 days of the hearing a final judgment is given and includes the length of time the provider must remain ineligible, if any, and conditions that justify reestablishing eligibility.

***5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)***

Grants and contracts awarded under Title I of WIA will follow the District's contracting procedures as issued by the District's Office of Contracts and Procurement (OCP). The procedures are available for inspection in the Office of the Chief Contracting Officer. The selection of service providers for contracts and grants are on a competitive basis to the extent practicable.

All solicitations shall:

- include a clear and accurate description of the technical requirements for the material, product, or service to be procured;
- identify all requirements which offerors must fulfill and all other factors to be used in evaluating proposals; and
- ensure that all pre-qualified lists of persons, firms, or other organizations which are used in acquiring goods and services are current and include sufficient numbers of qualified sources to ensure maximum open and free competition. The award shall go to the responsible offeror whose proposal is most advantageous to the program with price, technical, and other factors considered. Such determinations shall be in writing and take into consideration whether the organization has:
  - o adequate financial resources or the ability to obtain them;
  - o the ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
  - o a satisfactory record of past performance;
  - o a satisfactory record of integrity, business ethics, and fiscal accountability;
  - o the necessary organization, experience, accounting and operational controls; and

- o the technical skills to perform the work.

Once a Request for Proposals is issued, advertisements are placed in the local newspapers, and a notice is also placed on the District's electronic bulletin board.

**6. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)***

DOES develops and issues a Request for Proposals (RFP) for service providers who provide skills training and placement assistance for youth. The RFP for the two-year plan was publicized for a minimum of thirty days, advertised in local newspapers, and mailed to all potential service providers on the District's mailing list. An evaluation team was formed to assess proposals giving weight to each of the RFP's requirements.

A major role of the District's Youth Investment Council (DCYIC) is to advise other members of the DCWIC and DOES on youth activities and appropriate funding levels to support the youth development system. In an effort to fairly assess the value of potential service providers, the DCWIC utilizes the recommendations of the DCYIC to establish its selection criteria for youth service providers.

As requested, DCYIC reviews proposals and makes recommendations. At the top of their list is the elimination of "cookie-cutter" programs that fail to address the hard-to-serve populations. Emphasis is placed on programs that offer comprehensive approaches to serving out-of-school, foster youth, youth offenders, children of incarcerated parents, homeless youth, and youth with disabilities. The DCYIC also look for providers that demonstrate established linkages with support service agencies, business networks, academic institutions and faith and community-based organizations who fully engage this at-risk population.

The District has established the following minimum eligibility requirements:

- Be licensed;
- Indicate if the business appears on the State or Federal Debarment list;
- Meet the definition of a commercially available, off-the-shelf training package;
- Possess general liability insurance;
- Be accessible to persons with disabilities;
- Offer training opportunities in high-demand occupations;
- Allow youth to complete training within twelve consecutive calendar months;
- Be located within commuting distance using public transportation;

- Have a verifiable placement rate of at least 70%;
- Be competitively priced;
- Ensure the average wage at placement is at least twice the total cost of training;
- Possess employer references and provide an employer list.

#### ***H. One-Stop Policies (§112(D) (14).)***

- 1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)***

Program integration is not a new concept for the District. The District cross-trained staffs and eliminated the chasm between WIA, ES, and UI several years ago. The District uses a time distribution model to apportion costs. The services of the required and optional partners are coordinated and made available through the One-Stop Career Centers. Many of the services can also be accessed online through DCVOS. This integration of services has avoids duplication of core services since staff are able to access customer case management records.

The District has already begun looking at integrating and coordinating the provision of Wagner-Peyser services. DCVOS will control the enrollment processes and allow all staff to see services. We anticipate the following:

- There will be a number of Wagner-Peyser participation records in the individual record over time as there is one of these for each registration year;
- The District will establish an automated process to set up the records for the rolling four quarters for the quarterly 9002 reports;
- Self directed job searches will be recorded.
  - DOES will decide if self-registrants become Wagner-Peyser participants.
- Unemployment claimants will automatically be registered for Wagner-Peyser
- Exits will be programmed automatically if there are no services for 90 days;
- Staff or partners (in development) will be able to record partner services;
- All will share case management files for their customers.

- 2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.***

The District is a single service delivery area. As such, it has no local areas. However, DOES has implemented the following performance



management tools to identify and improve areas of needs within its one-stop delivery system.

- Monthly Report Card – This report provides an overview assessment of all workforce-related programs and activities. It highlights areas of continuous improvement and workforce system weaknesses.
- Case Management Institute (CMI) – CMI was developed to standardize best practices in case management for all staff who are responsible for providing employment related services to customers.
- Quality Assurance (QA) Team – the QAT team continuously monitors overall performance through system-generated reports. These reports measure case management productivity.
- Customer Satisfaction Reports (CSR) – CSRs are used to monitor services delivered to One-Stop Career Center customers. The individual results are reviewed and appropriate recommendations are made to provide continuous improvement of services.
- Technical Performance Team (TPT) – This diverse team consists of program and performance staff, system administrators, contract project leaders, and senior managers who identify areas where technical and administrative assistance is needed. This team meets weekly.

**3. *Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.***

The only District mandate is that Unemployment Insurance services must be provided in the full-service centers.

Through Project Empowerment, the District has expanded its *DCNetworks* mandate to provide core, intensive, job training, and case management services to TANF recipients. This ongoing partnership between DOES and the D.C. Department of Human Services (DHS) typifies the level of service integration mandated by Mayor Williams. Services are provided on a DOES site with DCVOS connectivity. DHS pays the salaries of all DOES staff assigned to work with the TANF population.

To facilitate case management, monitoring and reporting, a detailed DCVOS module was developed. This module allows DOES to report performance to DHS (in TANF terms), as well as report outcomes for WIA and/or Wagner-Peyser reporting. This effort strengthens the District's ability to assist this targeted population achieve self-sufficiency.

**I. *Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)***

The monitoring and oversight of the District's public workforce investment system is an ongoing process, which assists in assessing and improving the services it provides to its customers. DOES, in collaboration with the DCWIC, has established a comprehensive customer satisfaction measurement system which employs a number of strategies including: mystery shopping, employer and job seeker satisfaction surveys, and performance measurements to ensure that the workforce system is achieving the Mayor's vision.

The some of the actions taken as a result of the customer feedback include;

- Production of One-Stop Orientation videos in Spanish and English
- Development of a Customer Contract detailing customer and staff responsibilities
- Redeployment of bilingual staff
- Placement of increased signage in the front of full service one stop centers
- GED and literacy training in the full service one stop centers
- Redirection of general one stop telephone inquiries to a central call center
- Reassessment of the ITA process to reduce processing time

The DOES and the DCWIC periodically review the results of these assessment tools to make adjustments and recommendations to meet the increasing demands of employers and job seekers. Future adjustments may include additional performance indicators focusing on a self-sufficiency standard, wage progress and customized training.

***J. Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)***

Formal Grievance Procedures have been developed for participants and other affected parties. (See Attachment G).

***K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2),):***

***1. State guidelines for the selection of One-Stop providers by local boards;***

The District selection guidelines for one-stop providers were developed in compliance with its D.C. Municipal Regulations, Title 27, Contracts and Procurement. The District's training provider eligibility requirements are posted at: <http://www.does.dc.gov/does/cwp/view,a.1233,q.538268.asp>.

**2. *Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;***

Each *DCNetworks* partner has signed a Memorandum of Understanding which has been approved by the DCWIC and the Mayor. Historically, there have been strong existing relationships between the partners within the *DCNetworks* system. Therefore, issues are brought to the direct attention of the DCWIC for resolution. Because DOES administers a significant number of the “required” partner programs, the likelihood of impasse situations is remote. Disagreements between state agencies are resolved by the Mayor or the appropriate Deputy Mayor.

The DCWIC has undertaken the task of working to ensure that all public WIA partners contribute to the one-stop system. In a meeting with the City Administrator, the DCWIC was charged to develop a presentation for a future Mayor’s Cabinet meeting during which the resource issue would be discussed. From their Resource Map, they have identified partner resources to support to the one-stop infrastructure.

**3. *Criteria by which the State will determine if local Boards can run programs in-house;***

The Mayor does not allow the DCWIC to run programs.

**4. *Performance information that on-the-job training and customized training providers must provide;***

Although the District has developed a customized training policy, we have yet to develop a customized training program. We have not used OJT and do not anticipate using it in 2005.

**5. *Reallocation policies;***

Reallocation does not apply to the District.

**6. *State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;***

Per the WIA law, any transfer of funds between adult and dislocated worker funding streams must be initiated by the Director of DOES and approved by the DCWIC before the Chief Financial Officer can move funding.

**7. *Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled***

***individuals and others with multiple barriers to employment and training;***

The strategy for serving targeted populations is to (1) establish new points of relevant job services delivery and enhance existing services at the neighborhood level; and (2) optimize the support of public and private resources. Within this framework, the District provides all customers with intensive workforce preparation, including job counseling, skills assessment, job search assistance, and job training.

While the District does not serve many displaced homemakers, DOES works closely with the Department of Human Services to ensure that displaced homemakers acquire the skills constellation necessary to obtain self-sufficiency.

The Senior Community Service Employment Program (SCEP) is a part of the *DCNetworks* constellation. The program, housed under the DOES Workforce Development Bureau, is connected to DCVOS. The D.C. Office of Aging is an approved WIA provider. Each entity addresses the special needs of workers 55 and older that are competing with a more youthful workforce.

Moreover, individuals with multiple barriers to employment and training benefit from the District supplementing employment services with technical support including, language lines to support non-English speakers, audio-enhanced job searches for the deaf, special DCVOS interfaces for the handicapped, childcare referrals, and community-based literacy program referrals for individuals who do not meet the skills standards for employment and training. For all clients, the identification of non-traditional jobs along with corresponding training remains a policy priority.

8. ***If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)***

This responsibility was delegated to the local board and formulated by the DCYIC.

- IX. ***Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:***

**A. *One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)***

**1. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)***

Because DOES administers a significant number of the “required” partner programs, the likelihood of coordination and accessibility is greatly enhanced. Services provided by other required and optional partners are coordinated and made available through *DCNetworks* system.

Coordination of services between DOES staff and required and optional partners is facilitated through activities including monthly meetings, resource sharing, orientations, partner literature, and DCVOS. Another important coordination feature is the exchange of Memoranda of Understanding (MOU) between District agencies and the private sector. Together, these activities strengthen and streamline service delivery, allow for informed choices, and optimize the benefits of shared partner resources.

In 2005, DOES expects to complete development of a module that will allow partners to have limited access to DCVOS which will allow them to case manage their customers and improve the overall coordination of service delivery.

**2. *How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?***

The programs that are funded under 128(b)(2)(A) for out-of-school youth are integrated into the District’s One-stop system through DCVOS. All providers including out-of-school youth providers, are listed. Customers can ascertain an overview of the services offered by the service providers and can receive information on their performance. DCVOS offers a “Consumer Reports” feature that allows customers to research and compare approved training programs in high-demand occupations. Likewise, older youth who do not wish to partake in ITA programs can view programming available through the *DCNetworks* Youth Office

**3. *What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Center or an affiliate site?***

In the District’s full-service One Stop Career Centers, all WIA Title I, Wagner-Peyser, and Unemployment Compensation services are mandated. Staff assisted service is available at any time. Literacy services are also available daily. Affiliate and satellite centers vary in terms of offerings. At minimum, all affiliate and satellites provide electronic connectivity to DCVOS. This allows a customer to perform almost all one-stop functions, except actual program enrollment, from any access point.

To further enhance the services in 2003, the DCWIC initiated a process to certify the District's One Stop Career Centers. This process sought to establish minimum requirements for the certification of *DCNetworks* full service centers. These standards provided a foundation and a qualitative baseline for operations. The DCWIC enlisted the assistance of the D.C. Chamber of Commerce to recruit representatives of the business community to conduct the on-site reviews and face-to-face interviews. Recommendations made by the committee were adopted by DOES. As a result of this process, service delivery is more consistent across centers.

In July 2004, both One-Stop Career Centers received a "level 1" One-Stop Credential from the Mayor, the DCWIC, and the D.C. Chamber of Commerce. This credential certifies that the centers have met all federal requirements and numerous best practices. This credential lasts for two years.

**4. *What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?***

In the District's initial WIA Plan, DOES outlined its goal to create a true "no wrong door" system for USDOL programs. That goal has been achieved. The District's workforce development system—*DCNetworks* is at the forefront of integrated workforce service delivery: Unemployment Compensation (UI), Wagner-Peyser, WIA, and Welfare-to-Work services can be accessed through one system. *DCNetworks'* information system, Virtual One Stop (DCVOS) provide the central repository for all data collection, case management, integrated service delivery, performance management, consumer reporting, information management and reporting. DCVOS is a web-based system used by all District One-Stop Career Centers and satellites, management, and staff. The system provides access to a comprehensive array of services for employers, job seekers, training providers, claimants, and youth.

Real-time performance assessments and on-line reports have been developed to monitor staff performance. The database is updated daily so that managers and staff can produce customized and ad hoc reports to meet federal or local requirements. DOES uses the system's capabilities to develop a comprehensive reporting framework for all programs. WRIS and FEDES data are also filtered through DCVOS to ensure the accuracy of employment data.

In 2004, DOES completed the development of a DCVOS/DOCS interface. DOCS is the District's mainframe unemployment compensation system. The interface provided UI claimants with the option of filing claims over the Internet. In addition, UI claimants are automatically registered in DCVOS (Job Service) and are encouraged to perform electronic job

searches. The system also maintains 1099 information and hearing schedules on-line.

Important UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in DCVOS. This will enable case managers from multiple program areas to review the array of services and avoid duplication of effort. Future plans call for tighter integration to assure that job searches and referrals have either been staff recorded or the individual has used DCVOS for job search assistance. Future plans call for the integration of O\*NET Occupational Codes at UI registration. The O\*NET code will support additional automated processes for job and skills matching. All claimants will be provided a list of appropriate job leads when their claim is filed.

Emphasis has been placed on encouraging customers to use the system for employment. DOES has increased the number of jobs available through DCVOS. Included are jobs entered by employers, jobs recorded by staff, jobs on America's Job Bank, and jobs listed in the Washington Post. DCVOS also collects job listings from HotJobs and Career Builder. The jobs listed from these sites are refreshed several times a week. In 2005, DCVOS will begin a "job spider" which will automatically capture jobs listed on major internet job sites and company web sites. Conservatively, the "job spider" will add 20,000 new jobs to DCVOS.

Training activities and training progress can be tracked through DCVOS. High-growth, high-demand occupations are readily displayed for use as planning tools. In 2005, DOES will implement an on-line training application. Job seekers will be able to submit an on-line application for staff review. Training providers have the ability to access the system and add/modify information about their institution and the programs they offer.

WIA and Wagner-Peyser reports are generated using DCVOS. Reports are also run from the data validation software provided by USDOL. Future plans to support data validation include imaging required documentation.

*DCNetworks/DOES* will also implement DCVOS scan cards so that orientations, workshops, attendance at ERP reviews, reemployment and profiling visits, case manager visits, and other one-stop activities can be automatically recorded in DCVOS increasing the accuracy of service delivery.

The District and contract staff that oversees DCVOS has been unfailing in its attention to the maintenance and security of the system. The District has dedicated considerable resources to this effort and, because it is inclusive of all programs, the system data presents the most accurate portrayal of services.

DCVOS will also implement scan cards so that workshops, case manager visits, and other One-Stop activities can be automatically entered into the system increasing the reliability of recorded data.

Web-based Unemployment Claimant Services—Provides claimants access to UI services from any computer. These services include but are not limited to filing initial and continued claims online, real-time access to UI records, links to employer services, enrolling in direct deposit, viewing payment history, data reported to IRS, appeals, claim information, and geographic profiles, search income and wages by industry/occupation, and viewing commuting patterns/historical data.

On line Time Scheduling System. The system allows managers and staff to:

- schedule individual appointments for case managers or UI claims examiners;
- schedule group appointments from any DOES location for all one-stops;
- set capacity of rooms used for group meetings based on locations;
- block meeting times for group meetings and appointments with staff;
- view online the number of customers scheduled for group meetings or appointments;
- print appointment information for customers;
- immediately redirect a customer who should file in another state to the appropriate state; and
- view all available openings in the system.

VOS in Spanish—when entering DCVOS, customers can opt to use the self-serve components in Spanish or English. Interpretation services can also be facilitated through the “The Language Line” which is used to communicate with customers who speak any languages.

Literacy Assistance—for low literacy customers a full-time literacy staff person, assisted by two full-time AmeriCorps volunteers, provides weekly literacy instruction.

5. *What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?*

The model that the District employs ensures uniformity in service delivery to all customers. For example, both full service centers assist the business community with prescreening of job seekers, on-site recruitments, training



on the DCVOS specifically on how to post jobs on the system, employer registration, online resume review, comprehensive candidate search, links to human resource information, EEO information, legal resources, labor relations, government resources and wellness and ergonomic data. The system used to promote uniformity with the business community is also used for the job seeker as well. Job seekers are linked to employers via the DCVOS. Job seekers can post their resumes on line, file for unemployment compensation, view labor market information, and review service providers.

There is a common intake assessment process used in every One-Stop Career Center. The DCVOS common intake application gathers information that aids in providing customized assistance to the individual. The application asks for identifying information that includes education, veteran status, driver license, certification, employment history and personal profile. The common intake application can be used to establish the need for all services. Once core services are provided, customers may be assessed to determine if other services and/or training are needed.

All One-Stop Career Centers have a Resource Center that can be accessed by any customer. The Resource Center provides staff-facilitated services that include online job search, email service, fax service, copying services, LMI, training provider information, and current job postings.

**B. *Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)***

**1. *Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.***

In order to connect job seekers with current high-growth, high-demand job opportunities, it is critical to have an accurate assessment of the job market in the present economic climate. It is also critical that job seekers and low-skilled workers prepare for the demands of the future work environment.

The one-stop system and its partners have access to some of the most current data available. The industrial and occupational employment projections used in DCWIC and DOES planning meetings are part of the regular cycle of state and regional projections sponsored by the U.S.

Department of Labor. The projections are developed by the District's Office of Labor Market Information using the American Labor Market Information System (ALMIS) software and they follow ALMIS consortium established methods and procedures. The Department publishes data annually, quarterly, semi-annually and monthly. This information forms the basis for creating the list of occupational training that will be supported with WIA funds.

2. *Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.*

The District will maximize the use of technology. DCVOS provides the electronic platform for linking the various components of the District's workforce development system to facilitate employers and job seekers access to employment, training, and educational information

Many job seekers and employers who request staff assisted services do not know how to interpret and apply statistical labor market information to their job search. The workforce development system recognized the need for additional labor market publications that are more user-friendly. The new publications, which will be available in December 2005, will greatly improve staff's ability to advise job seekers of occupations that will meet employers current and future labor demands.

*DCNetworks* has identified three new labor market information products: District of Columbia "Twenty-five Hot Jobs;" Industry Profile Handbook; and a Career Exploration Guide; which will be developed in a user-friendly format.

District of Columbia "Twenty-Five Hot Jobs"---this publication will identify the top 25 fastest growing occupations in the District and will include information regarding job descriptions, average wages, projected number of job openings, occupational skills, training, and educational requirements.

Industry Profile Handbook—this quarterly publication will highlight the high-demand industries in the District and include statistical data, tables, and text related to industry occupations, educational knowledge, skills, abilities, and training requirements for identified occupations.

Career Exploration Guide—this guide will help instructors, trainers, students, parents, guidance counselors, and job seekers make informed decisions about how to make the transition from school to work and ultimately, to enter into a career in and be self sufficient.

Another approach utilized in the District is the deployment of the Mobile One-Stop Career Center. The Mobile Unit has the same capabilities as a One-Stop Career Center with regard to providing access to current information.

The District will work with the DCWIC, Chamber of Commerce, Department of Economic Development, Community and Faith-Based Organizations, Employer Forums, frontline staff, the Office of Neighborhood Services, District of Columbia City Council to further disseminate information at remote locations.

**3. *Describe how the State’s Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State’s overall strategic direction for workforce investment***

The District’s Core Products and Services Plan was developed by a joint committee that included the Executive Director of the DCWIC, the Director of Labor Market Information, the DOES Public Information Officer, the Employment Service Director, the One-Stop Director, and the agency’s Deputy for Workforce Development. The same team worked on the WIA State Plan. Hence, the Workforce Information Core Products and Services Plan is aligned with the WIA State Plan

**4. *Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America’s Career Information Network and Career Voyages.***

*DCNetworks* was created with certain interfaces to the national system including Americas’ Job Bank, USAJobs, CareerJobs, Career Voyages and other national search portals. The data for our products and tools, including what is represented on DCVOS, comes directly from the state LMI office which reports to the Bureau of Labor Statistics.

**C. *Adults and Dislocated Workers***

**1. *Core Services. §112(b)(17)(a)(i).***

**a. *Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).***

Although individuals can request staff assisted core services. Core services are also conveniently available through the DCVOS. All One-Stop Career Center partners must make applicable core

services available. The District's goal in providing partner services, in the One-Stop Career Centers, is to enhance and supplement WIA and Wagner-Peyser core services. The District provides Rapid Response assistance to employers and employees affected by job loss or downsizing.

- b. ***Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.***

Beyond the self directed track discussed above, District One-Stop Centers conduct a number of facilitated self-help workshops including job clubs, job search techniques, job finding, job coaching, resume writing, and job interviewing techniques. For customers wishing to receive assisted service, one-on-one staff-assisted services are available. These services include but are not limited to; assessment of skills and abilities, job search and placement assistance (provided in partnership with CVS/pharmacy and Manpower Professional), career counseling and supportive services such as educational skills enhancement (provided by a partnership with the University of the District of Columbia), and services for persons with disabilities (provided by Rehabilitation Services Administration, a partner agency).

The *DCNetworks* One-Stop Career System Operating Policies manual for staff serves as a tool for the standardization of service delivery in accordance with WIA policy. The manual outlines the process for moving customers from self-service to staff assisted service.

- c. ***Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.***

Program integration is not a new concept for the District. The District eliminated the division between WIA, ES and UI several years ago. Customers are unaware of who is serving them and the District uses a time distribution model to share costs. WIA, Wagner Peyser and the services of the required and optional partners are coordinated and made available through the District of Columbia's One-Stop Career Centers. These services can also be accessed online through DCVOS. This integration of services has avoids duplication of core services.

**2. *Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.***

The District does not apply a strict “workfirst” concept although we consider every customer a job seeker. Adults and dislocated workers who do not find a job after receiving core services may be provided intensive services. In the District, intensive services are those services provided following receipt of at least one core service when the core service did not lead to employment. After receiving intensive services, the participant may continue to receive core services, and must have access to at least 12 months of follow-up services upon being placed in unsubsidized employment.

To receive intensive services each adult or dislocated worker must have had at least an initial assessment. The decision to provide additional core services may be made on a case-by-case basis, depending on the needs of the individual. If the initial assessment results in a determination of a need for intensive services it will be documented in the case file. Initial assessment includes collecting all information needed to determine whether someone is appropriate for WIA. Determining eligibility for WIA is a core service. This can be accomplished by completing the common intake and the WIA module in DCVOS.

**3. *Training Services. (§112(b)(17)(A)(i).)***

**a. *Describe the Governor’s vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.***

Training Services are available for eligible adults and dislocated workers who do not secure employment through core or intensive services. *DCNetworks* provides individuals with the maximum level of customer choice in services, as well as the flexibility needed to obtain training for high-demand jobs.

Under the Mayor’s leadership, the District has been far reaching in its efforts to increase resident’s access to WIA-funded and non-WIA-funded services by leveraging resources against public and private organizations. Some examples are:

- DOES/D.C. Department of Human Services—establishes a working relationship between DOES and DHS within the Welfare-to-Work Program and provides employment related services to low-income human services customers, to improve quality of services, and improves services efficiency;

- DOES/University of the District of Columbia—provides greater access to GED services east of the Anacostia River, GED testing services to be provided on-site at One-Stop Career Centers;
- DOES/D.C. Office on Aging—provides classroom training, OJT, and Job Search Assistance for older workers age 55 and above;
- DOES/CVS/pharmacy—provides pharmacy and photo lab technician apprenticeship training at no cost to the WIA system. Supports the Wagner-Peyser effort by providing employment.

*DCNetworks* fully supports WIA's intent to provide customer choice in selecting training providers. The Individual Training Account (ITA) is the mechanism referred to in the federal law that DOES implements by writing Blanket Purchase Agreements (BPA) with approved training providers. With ITAs, the approved trainee may select his/her training program from a list of providers approved by the DCWIC. Customers must meet residency, financial need requirements (being unable to obtain grant assistance from other sources to pay all or part of the costs of such training, through Federal Pell grants, or other sources of grant assistance); and must also satisfy any priority system adopted by the DCWIC.

Training activities are captured and training progress can be tracked through DCVOS. High-growth, high-demand occupations are readily displayed for individuals to use as a planning tool for career enhancement. And, DCVOS Consumer Reporting screens allow customers to make informed choices by viewing side-by-side comparisons of provider performance and costs. Training providers can access the system and add/modify program and performance information.

Future plans call for the implementation of an on-line training application allowing customers to submit the application for staff review without reporting to a one stop center.

***b. Individual Training Accounts:***

***i. What policy direction has the State provided for ITAs?***

In January 2003, the Workforce Development Bureau issued its 162-page One-Stop Policy Manual. Print and electronic versions were provided to staff. In addition, the manual was placed on the DCVOS staff site. Although, outsiders cannot access the staff site, the District has attached a copy of the manual's Table of Contents which outlines the extensiveness of the manual. (Attachment H).

***ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to broaden the scope and reach of ITAs through partnerships with***

***business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.***

- Customized training with the DC Fire and Emergency Medical Services (FEMA) Cadet Training Program is a cooperative venture between the DC Fire and EMS Department and *DCNetworks*. The FEMS Cadet Program is a comprehensive program that provides formal academic instruction and rigorous specialized training with a 100% graduation rate.
- Pre-Apprenticeship Program – Responding to the anticipated demand resulting from the Anacostia Waterfront Development and the new stadium, the local pre-apprenticeship program will ensure that residents meet the educational requirements needed to qualify for registered apprenticeship programs with these contractors.
- The Education and Training Vouchers (ETV) Program is a program that provides financial assistance for post-secondary education and vocational training for former foster care youth (ages 21-23). The ETV program is a federally funded program that provides up to \$5,000 for tuition, books, living expenses, and equipment.
- DOES has a partnership with the Court Services Offender Supervision Agency to implement Project Empowerment Plus as an employment driven program which provides life skills/job readiness training before referring participants for on-the-job training and work experience.

***iii. Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.***

The DCWIC only approves training courses in high-growth, high demand occupations. Only District residents are eligible for training funds. The District will pay up to \$8,000.00 for training for a high-demand, high-growth occupation.

***iv. Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)***

The DCWIC has established a policy that limits training to one year or less since the goal is to return customers to work. However,

customers may appeal or one-stop managers may waive the policy if longer term training is determined to be appropriate. Only residents are eligible for training. The District will pay up to \$8,000.00 for training for a high- demand, high-growth occupation. If an individual has completed 75% of a degree program and meets the eligibility criteria, training can be supported at an institution of higher learning, of the customer's choice. A District law passed in 2004 placed a residency requirement on ITAs for dislocated workers.

v. ***Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.***

There is no current plan in place to use WIA Title I funds for apprenticeship training.

vi. ***Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)***

There was no need for policies to be developed.

c. ***Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)***

DOES provides customers with the broadest access available by placing provider information on the Internet. Once providers are approved, DOES places the provider and their program information on the DCVOS Consumer Report System. The Consumer Report System (CRS) meets WIA requirements. The CRS module offers education and training information, detailing WIA providers (and non WIA providers), performance information. Providers can apply for WIA certification, in addition to entering and maintaining their own data. CRS also helps job seekers collect and compare the performance of training providers and programs, as well as access quality consumer information. CRS has the following capabilities:

- ability to compare similar programs at the same school;
- ability to compare different programs at the same school;
- ability to compare the same program from two providers;
- ability to compare different programs from different providers;
- ability to view provider WIA eligibility and the programs offered;
- providers can independently create and maintain their information.



- d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b)). Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.***
- i. Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.***

There are no plans currently to provide OJT. The District, in partnership with the Office of Planning and Economic Development, the D.C. Marketing Center, and other public and private organizations intend to kick-off the promotion of customized training to major businesses that are moving to the District. DOES will promote customized training to targeted high-demand, high-growth industries. Currently, *DCNetworks* is developing customized training proposals with the hospitality industry, a major supermarket, and the District of Columbia Fire and Emergency Medical Services Department. Our plans for customized training activities and initiatives involve partnerships with community-based organizations, labor unions, and educational institutions.

- ii. Describe how the State:***
- Identifies OJT and customized training opportunities;***
  - Markets OJT and customized training as an incentive to untapped employer pools including new business to the State, employer groups;***
  - Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;***
  - Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and***
  - Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.***

Mayor Williams is committed to increasing training opportunities by encouraging the DCWIC to develop customized training partnerships with businesses. While the District has not actively promoted On-the-Job (OJT) or customized training in recent years, customized training activities are planned for youth and adult programs. The DC Fire Cadet program is an example of a very successful customized program that trains and hires young firefighters and emergency medical technicians. This year, Business Services' Account Executives have

been marketing the customized training concept to employers with high-growth/high-demand employment opportunities.

**4. Service to Specific Populations. (§112(b)(17)(A)(iv).)**

- a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)***

The District's One-Stop Operating Policies Manual establishes the city's policy on service priorities. It states that all WIA programs and services will be operated to serve unemployed and underemployed District residents. The Priority of Services policy is triggered if funds are determined to be limited. At such time, priority will be provided the Veterans, welfare recipients, working poor, the homeless, individuals with disabilities, and re-entering offenders.

The DCVOS *core services module* includes advanced functionality for individuals, displayed in a user-friendly Web interface. This module consists of several easy to use components, designed to assist individuals and others in researching the labor market, selecting an appropriate career and finding jobs and training opportunities.

The *career services component* allows users to analyze their own skills and attributes together with local labor market data for informed career choices. This component includes a step-by-step guide to selecting a career, analyzing skills, and matching those skills to a suitable occupation and job. Additionally, users may review certain profiles of occupations and analyze labor market information on occupations for their region or the state overall.

The *job seeker services component* provides excellent options for users searching for work. It is an easy to use tool to search for job listings from a variety of sources including other web sites. And, the job seeker tips' section has helpful topics relating to successful job search methods. It also included a Virtual Recruiter that conducts overnight job searches and sends the job seeker an email with the results.

- b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust***

***their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.***

The *DCNetworks* uses its Wagner-Peyser Reemployment Service (RES) Grant to increase and improve the quality and quantity of services to UI claimants. Delivered within a coordinated framework involving Workforce Investment Act (WIA), Unemployment Insurance (UI), and Wagner-Peyser staff, *DCNetworks* provides early intervention and intensified labor-exchange services to targeted unemployment insurance (UI) claimants who are likely to exhaust their benefits.

A comprehensive job search assistance program has been implemented and includes the following:

- For every claimant, UI claims data is entered in the UI system which interfaces with the DCVOS and creates an Employment Service registration.
- All claimants who receive a benefit payment are profiled using a statistical formula based on demographics; each week the names of profiled claimants are placed in an electronic file and sorted according to their probability of exhausting benefits.
- The names of claimants with the highest probability of exhaustion are extracted.
- *DCNetworks* staff generates profiling orientation letters in DCVOS and informs the customer by mail of their required attendance at a five-day intensive Job Search Assistance Workshop.

In the five-day workshop, each profiled participant receives information on a range of topics including:

**Orientation and Assessment Workshop:** In a classroom setting with a facilitator, participants receive an overview of the workshop. Participants are informed of the requirements to complete a job assessment profile, attend four days of workshops, and have an individual meeting with a job coach. They are provided advice and counsel about specific job searching needs, one-on-one examination of their knowledge, skills, and abilities, information on preparing resumes and cover letters, interviewing and negotiating job offers.

**Job Assessment Profile** The Profile produces job match patterns based on information provided by the candidate and DCVOS job profiles based on skill sets necessary for job success. The job match patterns for specific jobs are then compared with candidate profiles to determine compatibility. The result is an efficient job fit, or an indication that an alternative career choice may be necessary.

**Resume:** Each participant is taught the basic functions of the computer, if they have no computer knowledge. Staff introduces DCVOS to the participant with specific instructions on how to navigate the Resume Builder and Virtual Recruiter. Participants, under the guidance of workshop facilitators, create and enter their resumes into DCVOS.

**Job Placement/Job Club:** Each participant receives one-on-one coaching and job search assistance following the workshop. Participants are provided a minimum of two (2) job leads. Direct instruction on seeking job openings in DCVOS and on the Internet are provided. Customers participate in exercises designed to market their skills to employers, role-play and rehearse interview responses. In addition, this session increases networking opportunities, and staff can assess their software and keyboarding skills if the participant is seeking an administrative position. Participants also learn how to create e-mail addresses. The Job Coach markets the candidates, becomes their advocate, critiques appearance and presentation, identify and work on areas for improvement, and assist in composing cover and persuasion letters. In addition, the Coach edits resumes as needed, faxes resumes, and have the participants complete Applications for Employment that are then mailed or faxed to employers.

**Support Services:** Each participant is provided assistance and access to printing, photocopying, and faxing of their resumes and cover letters.

**Participant Evaluation:** At the conclusion of the workshop, participants are provided the opportunity to provide feedback to the profiling staff about their effectiveness, the workshop curriculum, staff support and their overall experience. The staff uses participants' feedback as a barometer of effectiveness in meeting their specific needs.

At the conclusion of the week long activity, participants have:

- registered in DCVOS;
- developed individual resume(s) into the DCVOS;
- set up a Virtual Recruiter;
- utilized career assessment, skills survey and job matching tools;
- explored and developed profile summaries;
- received customized job search assistance and job leads;
- created individual e-mail addresses for electronic job referrals;
- learned how to navigate *DCNetworks* from any internet connections;

- learned that employers search databases for qualified jobseekers;
- learned about training resources and other opportunities available in the *DCNetworks* One-Stop Career Centers;
- acquired new knowledge and skills to become a more independent jobseeker; and
- made a direct connection with a One-Stop Career Center that is geographically convenient.

**Program Linkages with Partners and Other Organizations:**

Other internal and external offices that are involved in this program include:

- Labor Market Information
- Unemployment Insurance
- Business Services
- Public Information Office
- One-Stop Career Centers and Partners
- Employer Organizations, i.e. Chamber of Commerce
- Community and Faith-Based Organizations

- c. *Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

Under a reemployment grant, DOES will re-establish the Eligibility Review Process as an opportunity to identify unemployment claimants who need reemployment assistance and increase the number of jobseekers who receive intensive reemployment services. It will ensure that individuals receiving benefits remain eligible for compensation, are actively seeking work and are available for work. This process will contribute additional “work ready” jobseekers for immediate employment.

- d. *Describe the State’s strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?*

The District of Columbia has not had a TAA request in at least a decade. We have not developed a WIA/TAA policy.

- e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?***

The District has sought to create an integrated comprehensive one-stop system universally accessible to all customers that will ensure a diverse and trained workforce. Implied in this concept is a professionally developed workforce staff prepared to meet the special employment needs of our customers. *DCNetworks* agencies work with collaborating District agencies to implement the following strategies to overcome barriers to skill achievement and employment:

- Enhance the ability of the *DCNetworks* system to effectively serve all residents.
- Identify information and tools available to businesses to support them in effectively employing residents in targeted populations.
- Coordinate business services to ensure that employers continue to view *DCNetworks* as a resource in employing "non-traditional" workers.

- f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?***

In recent years, DOES has spent a tremendous number of staff hours and financial resources attempting to make full service Centers ADA (American with Disabilities Act) compliant. To emphasize its commitment to equal access, the Department employs a full time Equal Employment Opportunity (EEO) professional.

Site inspections are conducted routinely to ensure that physical accommodations are available and operating properly. Previously, the Department, with the assistance of the U.S. Department of Justice, thoroughly assessed and implemented ADA compliant accommodations at each full service center. As noted earlier, the Department employs a full-time EEO officer who is also responsible for ensuring that individuals with disabilities have full access and accommodations to use employment programs and resources.

- g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs?***

*(§§112(b)(7), 112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).)*

DVOPs and LVERs will work exclusively with veterans. DVOPs will spend much of their time providing One-Stop Career Center services to the veterans in places like Patterson Street Veterans Center, VFW's, VA Regional Medical Center American Legion Halls, and other places that veterans frequent. DVOP/LVER staff will be equipped with notebook computers to facilitate getting customer information into DCVOS. Both DVOPs and LVERs will work with veterans visiting the One-Stop Career Centers to ensure that they receive the services needed to be successful. With their focus on veterans they will be able to tailor services to meet individual needs. DVOPs and LVERs will also become experts on veteran's services provided by agencies that are not a part of *DCNetworks*; and maintain close working relationships with these programs and agencies.

The District will continue to follow all Special Grant Provisions, Veteran Program Letters, and DOL/VETS directives, and has negotiated the Statewide LVER – DVOP roles and responsibilities as outlined in Public Law 107-288 and United States Code (USC) Title 38. LVER roles in the one-stop system continue to include, providing quarterly reports to One-Stop Career Center managers, the Veterans' Program Coordinator, and the Associate Director for One-Stop Career Center Operations regarding compliance with federal law and regulations with respect to special services and priorities for Veterans and Eligible Persons. The information found in the veteran performance measures (VETS 200s and the 9002 reports) ensures that the District's Plan and local priority of services plans are successful, and that the veteran staff is successful in placing veterans in jobs. The Statewide Veteran Services Coordinator monitors all performance measures and reports, and actively participates in the training of the management and veteran staff to ensure compliance to all policies and regulations.

- h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.*

Through the Blanket Purchase Order process, DOES issued multiple awards to contractors to provide multilingual interpretation services for meetings, conferences, litigation proceedings, training, escort services, other forms of voice communication, and sign language services.

Our two full service One-Stop centers have Spanish-speaking staff on site. The Franklin Street One-Stop Career Center, which serves the largest number of non-English-speaking customers, has five Spanish-speaking staff. To further address the needs of Spanish-speaking residents, a satellite one-stop center opened in 2002 in partnership with the D.C. Office of Latino Affairs. This center has a two-person staff one of which is Spanish speaking. At our Franklin Street One-Stop Career Center, a Spanish speaking staff person provides WIA, UI and Job Service orientation in Spanish. From that point, limited English speakers may be referred to English-as-a-Second-Language (ESL) classes. They are also referred to bilingual case managers for employment and/or training assistance

Listed below, you will find continuing service delivery strategies aimed at providing services to individuals with limited English proficiency:

- A bi-lingual interpreter/translator will continue to be stationed at the welcome desk at the Franklin Street One-Stop Career Center for quick response to customer needs.
- We will seek to increase the number of Bi-lingual State Education Office/AmeriCorps partner staff housed at the Franklin Street One-Stop Career Center to provide assistance to limited English speaking customers and conduct ESL and GED workshops.
- DOES will continue its comprehensive translation project which will include all written materials.
- *DCNetworks* will continue to utilize and update a Spanish language One-Stop Career Center orientation video.
- All on-line, self-service DCVOS screens and services have been translated and are available in Spanish. Customers can access the self-serve components in Spanish or English.
- The “Language Line” will continue to be used to communicate with customers who speak a variety of languages, particularly those who do not speak Spanish. Language Line service is a 24-hour, seven day a week, over-the-phone interpretation of approximately 200 languages. Interpreters listen to the speaker, analyze the message and try to overcome regional variations to accurately convey its true meaning. *DCNetworks* funding for this service is expected to be continued for customers requiring this assistance.



- The Euclid Street Satellite One-Stop Career Center, which is open to all residents, will continue to provide bilingual services and staff.
- i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:*
- *The number of Migrant and Seasonal Farmworkers(MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.*

The District of Columbia does not serve migrant and seasonal farm workers or agricultural employers.

## 5. Priority of Service

- a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)*

The District's One-Stop Operating Policies Manual establishes the city's policy on service priorities. It states that all WIA programs and services will be operated to serve unemployed and underemployed District residents. The Priority of Services policy is triggered if funds are determined to be limited. At such time, priority will be provided Veterans, welfare recipients, working poor, the homeless, individuals with disabilities and re-entering offenders. When funds are limited veterans priority is given based on the Jobs for Veterans Act (P.L.107-288)(38 USC 4215) and then other recipients of public assistance and other low income adults as set forth in Section 101(25) of the WIA Act.

- b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department*

*of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03/)?*

The District's veteran services plan defines the veteran priority of service. The plan follows all requirements for the "The Jobs for Veterans Act" (<http://www.doleta.gov/programs/VETs/>). Management and staff within the one-stop structure have a clear understanding of the roles and responsibilities of the program and the job duties of Local Veteran Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP) staff. One-stop centers have developed and continue to follow a team approach to serving veteran customers.

The District follows all Special Grant Provisions, Veteran Program Letters, and DOL/VETS directives, regarding LVER and DVOP roles and responsibilities as outlined in Public Law 107-288 and United States Code (USC) Title 38. In addition to the federal guidelines, the State is drafting new policy and procedures addressing services to veterans.

***D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).***

DOES oversees and supports the D.C. Metropolitan Area rapid response activities that are led by its Business Services' Rapid Response Team. This unit is the focal point in assuring that rapid response activities are provided to affected workers. Affected employer contacts and other initial rapid response communication including WARN notices are directed to the Workforce Development Bureau. The WDB maintains the administrative policies and procedures that support the area wide rapid response assistance.

***1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.***

The DOES Workforce Development Bureau is responsible for providing rapid response services for the District.

***2. Describe the process involved in carrying out Rapid Response activities.***  
***a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?***

Irrespective of whether the dislocation is covered by WARN or not, the DOES Workforce Development Bureau is the primary point of contact for dislocation events in the District. Once the Bureau receives

notice of an impending layoff, the Business Services Team within the Office of Employer Services is the lead agent and convenes the internal DOES team (representatives from the One-Stop Centers, Business Services, veterans program, Unemployment Insurance, Faith and Community Based program). If labor organizations are involved, the team may seek the counsel or participation of the local AFL-CIO Labor Agency.

The employer is contacted within twenty-four hours to determine the number of employees affected and to establish a date and time to meet with the employer and staff.

It is the District's policy to respond to all layoffs irrespective of whether they meet the WARN threshold. WARN Act notices are received in the form of mail, email and telephone contact from employers. Often the Bureau does not receive a notice in response to the WARN Act. Newspapers, the media, word of mouth, and advisories from District agencies provide the Bureau with notice of impending layoff. Informal contacts are responded to with the same impact of urgency and immediate response as formal WARN notices.

***b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?***

Because the District has several teams that can respond there has never been an occasion where the Workforce Development Bureau has not been able to respond prior to layoff—provided the Bureau receives notification. All our responses are planned to be conducted onsite and on company time. Internally, once the employer has been contacted, an email is sent to the entire Rapid Response Team with a follow-up telephone call, to inform them of the schedule.

The District tracks all customers participating in Rapid Response in the DCVOS system. After receiving notice the employer's information is entered in DCVOS system. Once onsite, individuals being affected by the reduction in force are encouraged to register in DCVOS and from that initial entry an online case file is generated DCVOS can produce internal reports and track the services provided to customers across each downsizing.

***c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?***

The District views Rapid Response as a process—not an event. However, during the initial workshop, in addition to reemployment preparation, the Rapid Response Team has developed a Power Point presentation, which is given at all rapid response workshop seminars. The presentation covers the process of filing an Unemployment Insurance claim and explains the base period and benefits determination. The presentation also includes information on how to prepare for the emotional impact of employment transition. An information package is presented to each employee. The package includes the locations of the One-Stop Career Centers. The availability of free One-Stop Career Center services such as reemployment preparation, resume writing, interview preparation and job search assistance is discussed in detail. If requested, the Team may coordinate group or individual reemployment services for the workers.

Where possible the team uses notebook computers and affected employees are encouraged to register in DCVOS; to file their claim online and to conduct on-line job searches using our Virtual Recruiter. This ensures that one-stop staff contacts them during this critical period. Virtual Recruiter is the DCVOS module that allows customers to create profiles and have the system perform overnight job searches informing them of matches via email.

***3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?***

One-stop staff is a part of the Rapid Response process assisting customers with initial registration. The Workforce Development Bureau has issued a Rapid Response Policy which mandates the provision of follow-up services to all workers affected by downsizing. The policy includes methods of information gathering at each rapid response workshop and is further explained to affected employees to assist them with registration in DCVOS. The Rapid Response policy ensures a seamless transition between RR services and follow-up to each affected worker from the One-Stop Career Center case managers to provide job search and re-employment services based on skill sets and work experience.

***4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?***

The District's Rapid Response team brings to employers presentations and materials designed for the business customer. The brochures, handouts and power point presentations used for Rapid Response events have the look and quality of the best that the private/public partnership can offer. The Rapid Response Coordinator meets with all employers prior to the Rapid Response event so that business concerns or issues can be solved before meeting with affected employees. Whenever possible DOES assists employers with follow-up information on the services provided to their employees. DOES Business Services Staff connects businesses with other government programs that are helpful with a business that is undergoing a downsizing.

Knowledge of the expanding District economy which is provided to DOES by interagency collaboration within the District's economic development cluster enables DOES to target new businesses in need of skilled workers who are available as the result of lay-offs and downsizing. The hospitality industry is one example of this process. Through our economic development office we learned of the opening of two new hotels. We will be supplying workers for these hotels from a pool of employees affected by the closing of the Loews's Jefferson Hotel.

The District promotes Rapid Response to businesses as one of the services we offer to assist employers. Rapid Response is highlighted as a business service on the *DCNetworks* website and is also part of the business marketing presentation given to all employers by DOES and by the District's other business marketing groups, such as the D.C. Marketing Center.

***5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?***

In 2004, DOES' Workforce Development Bureau recognized a need to penetrate several untapped job markets in the region. Irrespective of all of the improvements District one-stop centers were still viewed as unemployment offices. Unemployed professionals did not see them as a valued resource. After months of discussion, Manpower Search Professional (MSP) and DOES signed a Memorandum of Agreement to place a professional staffing office inside of our Franklin Street One-Stop Career Center. If appropriate, Manpower Search staff attends Rapid Response workshops and during the presentation staff provides career development information based on work experience and the industry from which employees are being downsized. The information is presented for the employees to consider as they begin their job search during their transition with their present employer. In addition, qualified employees can make appointments with the Manpower staff for further assistance.

At the same time the Bureau was engaging MSP, we were also in discussion with Newsweek in an effort to establish a partnership with [www.WashingtonPost.com](http://www.WashingtonPost.com) the largest repository of local and regional jobs. Soon after our initial talks, Washington Post.com, and DOES signed a Memorandum of Understanding, the partnership was realized and 15,000 jobs were added to *DCNetworks* overnight.

During the Rapid Response workshop the DCVOS system is discussed extensively to encourage the use of the Virtual Recruiter and to encourage employees to post their resumes for employers to view, which is another service DOES provides for employees to utilize before the actual lay-off date occurs.

6. *What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?*

One system, one door—the DCVOS system is the means for all reporting and tracking regarding Rapid Response activities and is the integrated Management Information System that includes Rapid Response activities, National Emergency Grants and One-Stop Career Center activities. The District does not administer Trade Act programs.

7. *Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?*

No, Rapid Response funds are used exclusively for the purpose of assisting individuals and employers who experience a reduction in force.

- E. *Youth. ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)*

1. *Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who*

***have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)***

It is the Mayor's vision to create an infrastructure and service delivery system that addresses the full range of developmental needs experienced by young people as they grow into adulthood. To ensure that this is accomplished the District's DCYIC in conjunction with the District's Deputy Mayor for Children, Youth, Families and Elders will work in collaboration to ensure that this vision as well as the new vision for youth addressed in TEGL, 3-04 are fulfilled by creating a comprehensive integrated service delivery system. Collaboration is currently underway as a result of the District's Safe Passage Initiative and the DCYIC.

However, to ensure that the District's has a workforce that truly addresses the needs of its private sector and its citizenry will require the following strategy:

- Intense collaboration between the public sector partners to further advance the notion of a seamless workforce delivery system;
- Creation of a Private Sector Steering committee for the Youth Investment Council that will have responsibility for analyzing industries/occupations data for the purpose of identifying workforce demands and underwriting specific projects that address the demand;
- Establishing a Faith/Community Based consortium to focus on the needs of youth of incarcerated parents and adjudicated youth in order to serve these populations in a holistic/supportive service approach;
- Formulation of a task force to identify available alternative education resources for youth at risk of dropping out and the creation of a system that provides alternatives to this population prior to their exit from current educational system. This will be spearheaded by the DCYIC in coordination with the State Office of Education and DCPS. Currently, the District only has five (5) alternative education facilities under the auspices of DCPS. One is located at the District's juvenile youth facility;
- Utilize the contracting process to require that youth have established partnerships with employers in high demand occupational areas;
- Conduct a comprehensive review and analysis of all relevant demographic data that pertains to the targeted populations; and
- Leverage all available resources (local and federal) to ensure that youth within the targeted populations receive priority in the District's workforce delivery system.

By the formulation and creation of the referenced committees and groups as well as the enhancement of the current relationships, such as the ones

with DCPS's career academics and Youth Rehabilitation Services the District will continue to make progress in this area. The focus will be on a more collaborative effort, one in which all resources are leveraged to ensure that youth are able to compete in this ever changing labor market.

**2. *Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)***

Twelve Job Corps centers operate in USDOL Region II, including the Potomac Job Corps center in Washington, D. C. and the Woodland Job Corps center in nearby Maryland suburbs. The DOES Office of Youth Programs has maintained a working relationship with the local Job Corp recruitment office in the District. A cross referral system with Job Corps has been established through which the Youth Office refers interested candidates to the Job Corps recruitment office for potential enrollment and the Job Corps offices refers youth who are ineligible or who have not completed Job Corps' services to the Youth Office to receive available services. During the *DCNetworks* Out-of-School orientation session information is presented on Job Corps and its benefits. DOES is currently working to reestablish collaboration between the Job Corps recruitment office and the one stop centers.

In addition, the Youth Office has leveraged its WIA and Youth Opportunities Grant (YOG) dollars to support the two entities (Latin American Youth Center and Action to Rehabilitate Community Housing) within the District who are Youth Build recipients to serve eligible WIA and YOG youth within their programs.

**3. *How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:***

- a. utilizing the funds to promote cross agency collaboration;***
- b. demonstration of cross-cutting models of service delivery;***
- c. development of new models of alternative education leading to employment; or***
- d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.***

The District plans to use funds set-aside for statewide activities to support the vision for serving youth in the following ways:

- To develop an integrated professional development training forum specifically targeted at the public sector partners who are involved in workforce and career preparation. The training forum will focus on identifying "best practices" in the development of a seamless workforce delivery system and a more proficient youth



professional staff. The forum will not only focus on best practices models for service delivery but also on skill enhancement;

- To support the development of a demonstration project that will illustrate how the public and private sector can work together in the creation of an innovative, demand-driven models to serve those youth most in need;
- To reassess the current workforce delivery system to determine how each of the public sector partners are addressing the needs of the targeted population in the delivery of employment and training services to determine how to best leverage the available resources;
- To support the continuation of the District's Fire Cadet Program—a program that has provided employment and training opportunities for former WIA and YOG participants. WIA and YOG participants who have completed the program are now gainfully employed as firefighters in the District of Columbia.

***a. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)***

The DCYIC ensures through collaboration with its partners that the provisions are incorporated in the delivery of workforce services. In addition, these provisions are addressed in each Request for Proposals (RFP), released by the District's Office of Contracting and Procurement (OCP). In cases where the provider does not have the expertise, DOES, in collaboration with the DCYIC, will initiate procurements to assure that the services are available. The DCYIC ensures that each of the elements identified below are available to the targeted population, if needed:

- Tutoring, study skills training and instruction leading to secondary school completion and preparation for postsecondary educational opportunities;
- Alternative secondary school services;
- Summer employment opportunities;
- Paid and unpaid work experiences;
- Occupational skills training;
- Leadership development opportunities;
- Comprehensive guidance and counseling;
- Supportive services;
- Follow-up services; and
- Adult mentoring

F. ***Business Services. (§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:***

The District has focused on the economic development and revitalization of the City as a strategy for job creation and economic opportunity. The Mayor has directed that key economic initiatives include business friendly strategies to recruit, attract, retain, and expand businesses. The development of a business friendly environment will ensure that an economic revitalization will spur job creation and business growth in high-demand/high-growth industries.

In collaboration with the DCWIC, DOES transformed the Job Services Office into the Office of Employer Services (OES) in 2002. The mission of OES is to work within the One-stop system to maintain an effective link with employers; to fill their current and future workforce needs and to provide a broad menu of services in a comprehensive and expansive way that meets the needs of the Washington Metropolitan Area employers. OES developed a pathway of strategic goals and a program designed to provide strategic technical assistance and high quality customer service to employers. It transformed into a demand-driven system that provides services to employers. Services that offer employers a local labor pool of workers ready to work in the new and increasing job opportunities created by identified high-growth/high-demand District industry sectors.

The DCWIC has also worked closely with the Mayor's economic initiatives by adopting policies, strategies, and incentives to strengthen and enhance employer service delivery, at no cost to the business community. To improve services to employers, the State's strategy over the next two years is to fully integrate existing and new programs, increase incentives, ensure that staff is skilled and competent to address new employer workforce needs, and design additional service delivery tools into the One-stop system.

The Office of Employer Services (OES) continually evaluates employer needs to improve service. OES currently offers a broad menu of services that have the mutual goals of benefiting the employer and employment for District resident jobseekers. The services include the following:

**District of Columbia Virtual One-Stop (DCVOS)** This system has been designed with the employer as the key customer. DCVOS is the most advanced and comprehensive one-stop operating system on the market today. It is an integrated system that enables staff to efficiently assist employers and businesses to ensure that desired results are achieved. It is a system that is also designed for independent use by employers and jobseekers. DCVOS, also known to customers as *DCNetworks*, provides a full range of One-stop system services to employers, jobseekers, partners, training providers, and staff via the internet. *DCNetworks* gives employers control over their search for employees because they have universal access to workforce services at their convenience from any location. Employers can post job openings, review

resumes, find qualified employees, learn about unemployment insurance, the job market, education and training offerings, and other services. Special initiatives will be implemented to ensure that employers understand the full benefits of DCVOS as the newest technology to improve the way they conduct business and fulfill their workforce requirements.

**Business Services Team** –This highly skilled Business Services Team (Team) was created to be a liaison with the business community. Services currently provided by the Team include identifying employer's products and services, promoting DOES' services, *DCNetworks*, and conducting professional recruitments such as "job fairs." To be more responsive to a high demand/high growth industry, the services provided to employers by the Team will be strengthened and expanded. New customized employer services will include evaluating recruitment needs and schedules, pre-employment assessments, employee turnover assessments, job and skill requirements, and analysis of existing and future training needs. The Team will compile and use this information to assist employers in developing quality recruiting, with matching qualified candidates to job openings and planning training and retraining programs for incumbent and new workers.

The Business Services Team has unique expertise in planning and conducting employer specific job fairs and recruitments including advertising for candidates and hosting events at the One-Stop Career Centers and other locations. Employers benefit directly since they are connected with an expanded local qualified workforce, whether as a new business moving into the community or as a current business expanding its staff.

The Business Services Team has expanded its employer recruitment services. In February 2005, staff began recruiting for employment at RFK Stadium for the home games of the District's new baseball team. To do this, the Business Services Team established the first temporary One-Stop Career Center in an onsite trailer and will continue to be on-site for the duration of the stadium's hiring needs. The Team will conduct pre-screening, interviewing and providing career counseling as it relates directly to job opportunities offered at RFK by various employers. Thus far, the Team has achieved an 80% District resident new hire rate.

The RFK Stadium temporary office is a pilot which will result in the development of other on-site customized recruitments with employers throughout the city as their staffing needs arise. This on-site service ensures the pre-screening of qualified applicants and simultaneously helps to increase the number of District residents who are hired. This initiative represents the new expanded services being provided by the Office of Employer Services.

The Business Service Team will continue to expand new employer contacts in person, by telephone and mailings, to inform them of and promote all services and programs available through the Department of Employment Services.

**Job Bank Services** -The Job Bank staff receives job orders from the Top 200 Employers and other employers in the region and inputs them into DCVOS. The staff receives listings from approximately 30 % of the Top 200 employers on a monthly basis. The job order listings that are most frequently entered into DCVOS by employers or submitted to staff follow the demand-driven industries in the region: hospitality; construction; business services; healthcare and service industries.

**Job Order Management** – For employer listings, staff will search the DCVOS database of resumes to find qualified candidates, matching skills based the job orders entered by or received from employers. If they find a match with a jobseeker and skills and qualifications outlined in the job order, the employer is contacted and a referral is made. In addition, staff reviews current job order postings to ensure that candidates are referred to employers, that the job is still available and that the job is accurately listed in DC VOS. Staff assisted services will continue to enhance the following services: job order placement, applicant pre-screening, applicant referrals, follow-up with the employers, and live on-line “help desk” services.

**Reemployment Program (REP)** – Utilizing Department of Labor funding for a targeted Unemployment Insurance (UI) profiling population, OES has developed an intensive job search assistance program. The program provides workshops that focus on the knowledge, skills, and abilities of each customer; resume writing; interviewing skills; and the realities of the 21<sup>st</sup> Century workplace. In addition, a job club session is held where customers receive job referrals. The workshops address demand-driven occupations for the future and provide customers with various resources to address their employment goals. Many of the job search program customers have not kept pace with the skills required by the current demand-driven industries. These customers require more intensive services to assist them in charting their future employment needs and are directed to the One-Stop Career Centers for Workforce Investment Act (WIA) assessment and necessary intensive services.

Upon completion of the program, these customers are a workforce-ready applicant pool and are provided referrals to employment opportunities. The program staff maintains a list of completed participants who are available to employers for immediate return to work, thus reducing the numbers of customers that receive extended UI benefits.

**Employer Tax Incentives:** OES offers economic incentives to businesses to hire District jobseekers that are disadvantaged and hard-to-serve. There are four tax credit programs: The Work Opportunity Tax Credit, Welfare-to-Work, Empowerment Zone Employment and Renewal Community Employment tax credit programs. Staff works to provide timely verifications of job seekers and an efficient and timely turnaround for submissions of employers seeking approval of credit. In addition, staff provides temporary

certifications for jobseekers to bring to an employer that may assist the jobseeker in being hired.

**Apprenticeship Registration:** Staff assists with meeting local requirements. The District of Columbia has a mandatory apprenticeship law. Under D.C. Law 2-156, prime contractors and subcontractors who perform work on construction and renovation projects that receive District government assistance in excess of \$500,000.00 must register apprenticeship programs with the D.C. Apprenticeship Council. Employers subject to the mandatory apprenticeship law receive guidance and technical assistance from the Apprenticeship Office staff in the development of apprenticeship standards for apprenticeship registration. This mandatory law creates new apprenticeship opportunities for residents and provides a viable training mechanism to meet employers' needs for skilled workers. This year, the Business Services Team will be far more active with Apprenticeship since the District has provided local resources to fund approximately 200 pre-Apprenticeship candidates who should transition to Apprenticeship within the year.

**Faith-Based and Community-Based Business Resources** The Department of Labor's Center for Faith-Based and Community Initiatives has promoted several fundamental premises for the use of FBCOs in the delivery of employment services for targeted customers in the community. FBCOs can significantly augment the efforts of the Workforce Development System by providing training and supportive services to hard-to-serve customers and prepare them to meet the needs of the demand-driven occupations. The FBCOs are marketed to businesses as integral partners who can help employers recruit qualified workers. OES will assist FBCOs in the use of Labor Market Information data so they can provide relevant services to employers, provide training to the target customer, and increase access to the services provided via *DCNetworks* and the DCVOS system.

**Mobile One-Stop Career Center-** As part of a Faith-Based and Community Initiative grant by the U.S. Department of Labor in 2002, a "Mobile One-Stop" Career Center was purchased to enhance outreach and service delivery to customers not conveniently located near one of the established neighborhood One-Stop Career Centers. The van is equipped with 10 customer computer work stations that have access to the internet and a teacher work station equipped with a large viewing screen for computer assisted teaching.

The mobile van, in the first year of operation, appeared at more than 60 events and reached more than 2,000 customers. The mobile continues to be in great demand for FBCO and government sponsored job fairs and other events. The number of customers reached is increasing steadily. Plans for linking jobseekers and employer workforce needs are being developed for use of the mobile for workplace literacy training. Plans are also being made with the hospitality industry to conduct onsite training for local hotels. This will benefit the employer with increased productivity and the worker with

opportunities for employment growth. Another plan being developed by OES for employers is to use the mobile van at construction worksites for immediate recruitment and assessment needs.

***1. Determine the employer needs in the local areas and on a Statewide basis.***

The Office of Employer Services (OES) through the Workforce Development System determines the needs of the District of Columbia employer customer using the following methods: 1) DCWIC employer needs assessment surveys; 2) OES convened forums with representatives from the high demand/high growth industries in the District of Columbia to dialogue on their workforce needs. These industries include construction, hospitality, healthcare and the service industries; 3) Industry based surveys are another tool to determine workforce needs and staff reviews the data generated from the local labor market analysis as well as other external and internal economic indicators generated for the region for service delivery needs; 4) Employer specific customized services that help businesses find qualified workers; and 5) a Business Services Team that offers unique expertise as the primary point of contact with the employer and knows first hand, the needs of the business customer.

Determination of needs is assessed by OES assistance with the employer for the following core Wagner-Peyser services:

- Recruitment services;
- Education services;
- Labor Market services;
- Employer incentives; and
- Staff assisted services such as, applicant pre-screening, referrals, job fairs, tax credit assistance, bonding, and *DCNetworks* providing employers access to resumes of local job seekers

Expansion and refinement of needs assessment and services to employers in the next two years will emphasize the following, particularly for those employers who will create job opportunities in high-growth/high-demand industries:

- Improved communication and dialogue fostered between OES, the Workforce Investment Council (DCWIC), the Chamber of Commerce, Board of Trade, the Hospital Association, the Hotel Association and other business organizations;
- Staff integration across workforce development programs to encourage One-stop system teambuilding;
- Accountability to insure efficient service delivery and outcome; and
- Enhanced leadership to empower managers in seeking creative solutions to match skilled workers with employers.

OES has developed and implemented a continuum of services that directly responds to the needs of the District of Columbia employer customer. A comprehensive marketing plan to provide intensive outreach services to meet employers current and future workforce needs is enhanced by the inclusion of the Business Services Team and other staff. In the marketing effort, OES utilizes local and regional labor market information to determine the high demand/high growth industries. The OES identifies the high demand/high growth industries in the region by utilizing the Labor Market Information analysis developed by the DOES' Office of Labor Market Information Research and Policy (LMIR), and District agencies such as the Deputy Mayor's Office of Planning and Economic Development, the DC Chamber of Commerce and other external economic and business partners. Within the Washington Metropolitan area the high demand/high growth industries are:

- Hospitality
- Construction
- Administrative Support Services
- Business Services
- Healthcare
- Building Services

To ensure that OES is accountable and that employer needs are being met, several critical performance measures were developed by the Workforce Development Bureau and serve as tools to benchmark progress in meeting employer workforce needs. The annual goals are evaluated each month to monitor the effective administration of these services to the business customer.

- Increase by 50% the number of jobs placed in DCVOS directly by the employer.
- Improve the employer customer satisfaction rate with OES services as near to 100% as possible each year.
- Meet employers' hiring needs at an increased rate.
- Process and issue on a timely basis an increased number of employer tax credits.
- Increase the referrals and placement/hire rate of DC residents on job orders placed in DCVOS.

OES is challenged by a large customer base with numerous employment barriers (e.g. illiteracy, disabilities, unemployed, underemployed, limited skills, and changing employer workforce needs). In that regard, OES has to focus on strengthening, integrating, and expanding its employer needs assessment methods and strategies, and develop services to understand the workforce needs of the high demand/high growth industries and provide assistance with the challenges of its diverse workforce so its jobseekers can join the ready-to-work, qualified applicant pool. OES will expand its

partnerships with businesses and labor exchange entities; educational institutions; social service agencies; and FBCOs to develop and enhance the skills and employability of customers in order to meet workforce needs.

***2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.***

The Office of Employer Services (OES) is responsible for business services and has implemented a comprehensive menu of services to assist employers/businesses with their recruitment and placement needs of qualified jobseekers. The primary focus of OES' labor exchange system is to provide businesses seamless service delivery. Through the one-stop system, Wagner-Peyser funds provide opportunities to connect with potential job applicants at three levels: self-service assisted, self service, and staff assisted services. All business services will continue to be designed and implemented to promote maximum satisfaction for workforce needs. The DCWIC recognizes the labor exchange demand market and is moving to fully integrate business services into the One-Stop delivery system process rather than maintain a separate stand alone component.

In the two-year Workforce Investment Act plan, the OES arm of the District's one-stop system will fully integrate and expand five new initiatives in existing programs that will further streamline, strengthen, and improve services to employers. The program initiatives will be supported by Wagner-Peyser funds and they include:

**Expanded Reemployment Program (REP)**-Operating out of a One-Stop center, OES will administer two grants from the U. S. Department of Labor to provide job search assistance to customers who have been profiled and are the most likely to exhaust their unemployment compensation benefits (UI) prior to becoming re-employed. Many of the customers involved in this program are eligible for WIA services and will require access to more intensive core services, assistance in identifying career goals, industry specific training, and referral to appropriate employment opportunities. Placing this program into the One-Stop delivery system affords staff additional resources to help these jobseekers meet the workforce needs of current employers. Once a REP customer utilizing WIA resources receives appropriate assistance, that individual is deemed to be "work ready" and added to the DC resident labor pool of qualified applicants. Employers will receive increased referrals and be able to recruit from a more comprehensive "work ready" applicant pool. The transition of the REP program to the One-stop system will enhance business services in the following ways:



- Replicate the program throughout the One-Stop delivery system to assist participants in taking advantage of additional Wagner-Peyser and WIA services and be more competitive in the job applicant pool.
- Develop and create diverse partnerships and services to refer the REP customer in order to market additional qualified applicants to businesses.
- Develop participant services and resources focusing on high demand and high growth occupations in the area.
- Review and re-structure training available to customers. Provide training that is industry specific for high demand and high growth occupations.

Moreover, a principal element of the program will include increasing the number of eligibility review interviews, which are intended to assure that unemployed individuals are genuinely attached to the labor market and available for work; enhancing the detection and prevention of fraudulent collection of benefits by individuals who continue to collect after returning to work; and improving the effectiveness of efforts to return claimants to work before they exhaust their benefits. We believe that intensive reemployment assistance will result in more claimants returning to work at a faster pace. In the long run, employers will also benefit from a successful reemployment program as it will help protect the UI Trust Fund and prevent tax rate increases.

**Business Services Team-** The Business Service Team is comprised of staff trained with knowledge, skills and abilities to market the services of OES to the business community. The team of professionals works closely with the business community to determine the service and product needed in order for the business/employers to meet their workforce demands. The Business Services Team will be further integrated into the One-Stop delivery system and will enhance and upgrade their services. This team will be responsible for the following:

- Implement a comprehensive marketing and public relations strategy for the business/employer community.
- Build relationships and promote the DOES and its OES as the primary source for Washington DC Area human resource needs in a high demand/high growth job climate.
- Provide key technical assistance and support to businesses/employers for Wagner-Peyser services that will benefit their workforce needs.
- Outreach to employers/businesses utilizing the One-Stop Mobile Career Van to convene recruitment/job fairs.

**Faith-Based and Community-Based Business Resources-**The Department of Labor's Center for Faith-Based and Community Initiatives (DOL/CFBCI) has promoted several fundamental premises for the use of FBCOs in the delivery of employment services to targeted customers in the community. The DCWIC and DOES are recipients of a

second grant award (July 2004) from the DOL/CFBCI to provide job readiness skills and job placement services for customers identified as “hard to serve” and those who possess multiple barriers to becoming gainfully employed. OES will expand this program effort in the One-Stop delivery system and formally partner with FBCOs to assist in the development of job ready customers.

The FBCOs role in providing services to customers will be expanded and integrated into enhancing services to the business/employer community by providing job readiness skills, industry related training, social services, and other needed resources to the customer to create a pool of highly skilled job ready customer for the high demand/high growth occupation. The FBCOs can serve as mini-business service centers where employers can recruit and hire customers.

**OES Human Capital Training Enhancements:** OES recognizes the value of a well trained, knowledgeable and responsive staff in delivering services within. To be a creditable partner with employers and jobseekers in a changing workforce economy, it is critical that staff is prepared, skilled and knowledgeable. They must keep pace with the changing requirements of new high demand and high growth employers and their services must lead to increased worker opportunities. As in the private sector, staff skills will require greater abilities to continuously access and analyze information, employ new technologies and innovative strategies, and more complex relationship building and problem solving. Therefore, investment in human capital retraining, upgrading and enrichment to be responsive to a demand-driven service delivery system will be a commitment and high priority of OES. As OES expands and customizes its services for employers, staff will be required to perform their services in a changing work environment where specific employer needs must be met, be more accountable and operate with a workforce that is dramatically different as the high demand and high growth job creation becomes reality.

To meet this need for human capital investment internally within OES, plans to expand professional development opportunities with regular coursework offered by the Center for Workforce Development. In addition, through the WDB, customized staff training will enhance job performance.

3. ***Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)***

OES administers the Work Opportunity (WOTC) and the Welfare-to-Work (WtW) Tax Credit programs to assist recipients of the Temporary Assistance to Needy Families (TANF) to find and maintain employment. The WOTC and WtW program offers employers a tax credit when they

hire individuals from target groups. The program is viewed by employers and businesses as a beneficial and attractive incentive to hire disadvantaged and hard-to-serve individuals who have barriers to employment. Employers have provided positive feedback about the program being user friendly.

To maximize employer participation, the District has made all tax credit forms accessible on the DOES website at [www.does.dc.gov](http://www.does.dc.gov). They can be downloaded, completed, and submitted by the new hire and the employer online. Tax credit information such as brochures and pamphlets are currently disseminated to the public via mailings and to walk-in customers. Additional strategies to strengthen and streamline will be implemented and include:

- Integrate the WOTC/WtW program services into the One-stop system for greater accessibility and benefit to businesses/employers.
- Provide continuous training to One-Stop Career Center staff, case managers, the Business Service Team and other staff to ensure that they are knowledgeable about tax credit incentives.
- Empower the job counselor and case manager to issue conditional certifications providing pre-verification of individuals' eligibility in a specific target group. Create an interface/link with the DC Department of Human Services database to the One-stop system. This will afford Center staff the ability to verify customer information and issue conditional certifications, thus reducing the certification time for an employers' request, increase yearly certification and offer opportunity for new requests totals.
- Develop a marketing/promotional strategic plan and package, including display posters, of the WOTC/WtW program with the objective of increasing the awareness and visibility to employers and jobseekers. Provide information for booths at all agency sponsored events, job fairs and recruitments
- Identify and train a One-Stop representative directly responsible for technical assistance to job counselors and staff with verification of jobseekers who would like to utilize WOTC/WtW as a job search incentive.
- Transmit Report electronically. The U.S. Department of Labor has under consideration authorizes state coordinators to accept the 8850 electronically. This electronic submission will allow state coordinators to have the 8850 on hand instantly and the information will automatically be imported into the states' databases. This action will streamline the WOTC paper process and strengthen the states' ability to process new requests quickly and efficiently

- Collaborate and develop partnerships with community-based organizations where large percentages of their clients qualify for tax credits. Enter into Memoranda of Understanding that authorize these entities to verify and issue conditional certification on DOES' behalf.

**G. *Innovative Service Delivery Strategies (§112(b)(17)(A).)***

- 1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).***

The economic forecasts for the District of Columbia indicate growth in the service area occupations and occupations that require higher technology skills. If District residents are to be able to compete in the future workforce, training and re-training must be a major focus of cultivating a competitive workforce. The public schools and other educational institutions must focus on the future growth areas in the District. Specifically, they must begin to focus on a new "education" paradigm for those careers that do not necessarily require a college degree but those that feed into the need for skilled craftsmen and technology based careers that provide a workforce for service and technology jobs.

Educational institutions must be actively included in the economic and workforce development plans so that they may adequately prepare the population for the competitive and future workforce in the District. DOES must provide labor market analysis and forecasts for the future workforce to the educational institutions that will shape and prepare the future workforce. Services and training for the future must be customer driven and multi-sector -- training and services to meet the needs of all customers, including those who have been underserved in the past because of racial, ethnic or cultural differences; gender, disability, or learning style.

Successful businesses know that meeting the growing need for talented employees in the next ten years means educating students today with the right skills. Employers know that educators play an important role in connecting students to employers. By partnering with schools that offer and wish to develop work-based learning experiences for students, DOES and employers help to create a pipeline for future employees who are knowledgeable and trained for business-specific jobs.

Mayor Williams continues to advance new initiatives to address the educational needs of its residents, adult and youth alike, to offer opportunities of an enriched quality of life. The Department of

Employment Services (DOES) is in a unique capacity to empower and sustain relationships with employers so that they invest in the District's young adults. DOES is the critical link between the employer, and the current and future workforce. It is this link that mandates DOES to strategically invest and leverage resources on existing partnerships and develop new linkages to economic development, public agencies, and the education community to build and deliver innovative answers to workforce challenges. Partnerships will assist DOES to:

- Identify workforce challenges of a “new demand-driven economy” with new skills and knowledge requirements, emphasizing the transformation of a system that is no longer labor-supply driven;
- Creatively include young adults in planning to prepare for the workplace of tomorrow by supported career guidance, training programs and employer based initiatives;
- Facilitate an increased linkage of employers to educational institutions;
- Develop work-based programs with educational institutions and businesses that will include: mentorship, internships, and pre-apprenticeship training;
- Realize the Mayor's mission of creating the Administration's dream of “One City, One Future” into a reality for the current and future workforce.

DOES will work collaboratively with the business and educational communities to assure that learning in the educational institutions is driven by economic development strategies, workforce trends, and that the future workforce will acquire skills that local businesses and industry need.

In order to cultivate a competitive future workforce the stakeholders, representing education, business and industry, community, and government must design systems that:

- Provide customer-driven services that are relevant, seamless and user-friendly.
- Generate complementary strategies between public and private sector education and training programs.
- Link strategically and operationally to economic development.
- Generate incentives that produce positive outcomes from training.
- Provide a competitive advantage to individuals, employers and the community.
- Provide the customer with a clear picture of the economic advantages of work and reinforce economic independence through work.
- Establish formal partnership agreements high schools, local community colleges and universities.
- Help develop work-based learning opportunities
- Provide technical assistance to schools and career counselors to identify needed workplace competencies

- Develop pre-apprenticeships, on-the-job training opportunities, mentorship, and internships.

DOES is poised to make this investment in the District's young adult residents by developing strategies that include involvement and commitment by employer partners. Expansion and cultivation of partnerships between DOES, educational institutions, and employers is the foundation to begin cultivating our future demand-driven workforce for industry. To build meaningful and sustaining partnerships between the educational institutions, business, and industry, DOES is planning a comprehensive strategy to initiate these partnerships. The following curriculum components will comprise the work-based outreach strategy:

- Connect with local educational institutions - Establish formal partnership agreements
- Business work-based learning opportunities- help prepare students to enter the workforce
- Provide assistance to schools and career counselors
- Identify needed workplace competencies
- Develop workplace readiness skills personal and technical
- Pre-Apprenticeships
- On-the-job training
- Related classroom instruction
- Apprenticeship/degree linkage with state college or University
- Mentorship and Internships - While spending time in a business, industry, and/or other organizations, students gain insight into and direct experience with different types of work environments:
  - Students linked with business, industry and other organizations
  - Direct experience with diverse work environments
  - Paid or unpaid internships
- Course credits
- Job Shadowing and Workplace Mentoring
  - These activities are designed to allow students to “shadow” or observe workplace mentors as they go through a normal day on the job. Job shadowing and mentoring provide students with a realistic look at the workplace.
- Work-based learning experience will have the specific outcomes of:
  - helping students prepared to enter the workforce
  - developing positive work attitudes and behaviors
  - learn general workplace readiness skills as well as job-specific skills
  - gain exposure to diverse working environments
  - apply practical theories learned in the classroom to business
  - clarify career choices; and
  - network with potential employers.

Work-based learning is a positive for the employer and the youth -- student/ jobseeker. Companies that institute mentorship, job-shadowing,

apprenticeship, and internship programs learn firsthand how students can contribute. Businesses discover that working and interacting with employees in these programs raise morale and eliminate the mystery of workplace expectations. Positive experiences with students dispel the fears that employers have about giving them a chance in full-time employment. Most importantly, businesses that implement these programs cultivate the next generation of qualified workers and attract new customers.

2. *If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.*

The District is not participating in the PRA demonstration. Nonetheless, we are following the project closely.

- H. *Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.*

The Department of Labor's Center for Faith-Based and Community Initiatives has promoted several fundamental premises for the use of FBCOs in the delivery of employment services to targeted customers in the community. FBCOs can significantly augment the efforts of the Workforce Investment Act (WIA) in providing universal access, essential training and supportive services to meet customer needs. In addition, FBCOs are ideal partners because they are dedicated to the well-being of their local community and they provide a high level of trust and support to many disenfranchised "hard to serve" customers in the community.

**Outreach Strategies to FBCOs** The *DCNetworks* has worked with FBCOs in various capacities as partners in the One-Stop Centers and as subgrantees to

provide training and support services to a targeted “hard to serve” population. The first partnership initiative, in 2003, created seventeen (17) FBCO partners who worked to direct customers to the One-Stop Centers. Many of these partners also held informational job fairs utilizing the Mobile One-Stop Career Center that was purchased by DOES with DOL grant funds.

DOES and the District’s Workforce Investment Council (DCWIC) received a second faith-based grant in 2004 from DOL’s Center for Faith-Based Initiatives that provides funding via subgrants to approximately six FBCO’s in the District of Columbia. The major emphasis of the subgrant initiative is to help “hard to serve” unemployed people move into sustained employment. In future planning years *DCNetworks* will implement outreach activities to engage additional FBCOs in the effort to provide needed support services and job readiness training to those most in need, and those not self-directed in their job search efforts. *DCNetworks* will enhance its partnerships with FBCOs to design and market customer driven service delivery systems that help youths and adults access the services of the One-Stop Career Centers.

*DCNetworks* will develop strategies to attract additional FBCOs to serve targeted populations in the District that will include the following:

- Implement major informational/outreach campaign via local community-based organizations, churches and FBCOs.
- Encourage current partners to work with and mentor proposed FBCOs.
- Designate an FBCO representative on the DCWIC (provide a voice).
- Showcase the accomplishment of current FBCO partners to encourage new partnerships about the success that they can have.

Capacity building of FBCOs is another feature of developing a workforce system that will address the needs of the future economic and employment outlook. FBCOs need updated and detailed information on the economic vitality, development and future workforce needs of the community. *DCNetworks* has to provide technical assistance and information to FBCOs that will enhance their capacity to provide needed job assistance services to the “hard to serve” population and prepare a more self-directed workforce for the future. *DCNetworks* will decentralize the delivery of employment-related services by building the capacity of FBCOs to train individuals and disseminate WIA service information. By integrating FBCOs into the employment process, it is anticipated that the FBCOs will become certified trainers and provide relevant occupational training.

**Overview of Employer Needs and Economic Jobs Outlook** The changes in the high growth and high demand occupations projected for the future will mean employers have the need for a re-engineered workforce. *DCNetworks* assesses employer needs in the career field of the following industries that are projected to be the high demand/high growth industries in the District of Columbia; hospitality, health, tourism, education, construction, retail and



professional services. To prepare a well trained workforce, *DCNetworks* with the assistance of FBCOs will assess employer needs in the following ways:

- Survey employers on future workforce needs.
- Educate FBCOs on labor and economic analysis by using LMI data and employer workforce needs and trends.
- Ensure that FBCOs employment strategies are compatible with the economic/job growth forecasts for the District.
- Develop/implement FBCO employer business service centers.
- Pilot one or two community-based FBCO business service centers that serve the needs of small businesses in providing employees for their workforce needs.
- Utilize FBCOs unique capability to work more effectively and directly with the “hard to serve” customers.

**Expand Access to One-Stop System for FBCOs:** The utilization of FBCOs as a mechanism for access to the One-stop system is a major tool for serving many customers who prefer to use local faith and community based organizations that understand their needs and have a proven track record of trust. To support community members that have a personal or community relationship with a neighborhood faith organizations, DOES is developing the capacity within DCVOS for partner organizations to case manage their customers over the Internet. Currently, we provide information system services to a church in the downtown sector of the City. This FBCO partner has access to DC VOS service from their site and customers can go to these sites to do job searching, resume preparation, and/or register for services.

DOES works closely with FBCOs to expand, design, and market a customer demand-driven service delivery system and link additional partners with the computer system at their sites. To enhance this partnership teambuilding, DOES will:

- Develop additional FBCOs computer linkages to One-Stop Career Centers.
- Educate One-Stop Career Center staff on developing partnerships with FBCOs and utilize their strengths and resources in serving additional customers.
- Work closely with FBCOs to design improvements to employer and jobseeker driven service delivery systems.
- Link WIA core services provided by the One-Stop Career Centers more directly to FBCOs, and especially those serving immigrant populations.

**Improve and Expand Services to “hard –to-serve” customers with employment barriers who often are the hardest to serve** The Mayor has identified “hot spot” neighborhoods throughout the city that are designated by high levels of poverty, high unemployment and underemployment, increased crime, a high percentage of customers on public assistance and poor housing conditions, and overall poor environmental conditions (excess abandoned

buildings, vehicles, trash, and other systems that affect the quality of life). These target areas were identified as neighborhoods where FBCOs would target the “hard to serve” customers and prepare them to obtain viable employment and sustain employment over a longer period of time than former jobs. FBCOs have been identified as having the training skills, an already established relationship with community customers, and the flexibility to use resources for more one on one contact with the “hard to serve” population. These unique capabilities offer customers a higher success rate to gain job readiness skills and find and maintain employment.

FBCO partners are working in neighborhoods that are severely economically depressed and working with customers who face extremely challenging employment barriers. A large portion of customers are TANF recipients, ex-offenders, individuals with mental and substance abuse problems and those who have a history of long term unemployment.

Examples of customer employment barriers are:

- Lack of Education
- Lack of Work History
- Low Income
- Child Care
- Transportation
- Health Conditions
- Substance-Abuse
- Ex-Offenders
- Homelessness
- Language Barriers among Diverse Populations
- Disabilities

In order to address the issues of the “hard-to-serve” customer DOES/WDB will:

- Work with FBCOs to integrate WIA services to the “hard to serve” customers and replicate those strategies that appear to work with clients with multiple barriers to employment.
- Designate specific FBCOs as resources for needed support services for certain identified customers and improve linkages for One-Stop Career Center staff to these resources when needed.
- Increase linkages between specific FBCOs with private employers so partnerships meet the employer’s workforce needs and support the efforts of the “hard-to-serve” employee.

## **X. *State Administration***

- A. *What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job***

*matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)*

Before the inception of WIA, customers using the District's workforce system received uneven services within a fragmented framework. Within the last five years the District has improved, integrated and streamlined most of the services provided to its customers. We have consolidated five major stovepipe systems into one delivery system—Virtual One-Stop (DCVOS). Once dilapidated, our physical locations, now called “One-Stop Career Centers” exceed the vision first articulated in our Five Year Workforce Investment Act Plan. Now, customers entering the District's One-Stop Centers experience a common look and feel—a familiarity that communicates that they are in a DOES office, but yet it is different from typical government offices. We have gained knowledge, uncovered challenges, created new strategies, improved processes, and implemented best practices. We have encouraged and cultivated a new culture blended from the best of workers in and out of the workforce system. In some cases, we have been on the leading edge, since models for some of what we have achieved have not been mastered.

The District of Columbia Workforce Development System *DCNetworks* and its principle delivery mechanism *DC Virtual One-Stop (DCVOS)* is the District's central repository for all data collection, case management, integrated service delivery, performance management, information management and reporting system. *DCNetworks/DCVOS* are web-based systems used by all Workforce Development One-Stop Career Centers, management and staff. The system provides access to a comprehensive array of services for employers, job seekers, training providers, benefits applicants, students, youth and other one-stop customers.

Internal Performance reports have been developed to monitor staff follow-up on WIA cases. The Department of Employment Services (DOES) has access to a daily copy of the database so that customized and ad hoc reports can be created at any time to meet federal, local or city requirements. *DCNetworks/DOES* management uses these reports and others to develop a comprehensive reporting framework for all programs that are part of the agency's service delivery to its customers. *DCNetworks* participates in WRIS and FEDES in an effort to ensure accuracy that validates employment data in the system.

*DCNetworks* remains in the forefront of integrated service delivery, Unemployment Compensation (UI), Wagner-Peyser, WIA and Welfare-to-Work programs are all located within the Workforce Development System organizational structure. These services can be accessed by customers through the One-Stop Career Centers, which truly offers “no wrong door”.

The *DCNetworks* information system has begun receiving information from the UI system automatically. UI registrants are automatically registered in

*DCNetworks* and individuals are encouraged to perform job searches as a part of their employment outreach. Significant UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in UI services as well as services from all other programs. This will enable case managers from multiple program areas to review the array of services provided and avoid duplication of effort. Future plans call for tighter integration with checking *DCNetworks* to see that job searches and referrals have either been staff recorded or the individual has used the system to search for jobs.

Significant emphasis has been placed on using the system for job search; *DCNetworks* has expanded the jobs available through the system. Included are jobs entered directly by employers, job openings recorded by staff, and jobs listed on America's Job Bank as well as jobs listed in the Washington Post. Information on jobs is also collected from HotJobs and Career Builder. The jobs from all these sites are refreshed automatically several times a week. *DCNetworks* is a portal to other job sites and allows the individual's job search and referral activity to be tracked. To come will be the automated capture of all local internet job sites so that jobs posted on company web sites will be collected and refreshed on a regular basis and available for search by individuals through *DCNetworks*. Collecting the local internet sites is expected to double the number of jobs available through *DCNetworks* for our customers.

Future plans call for the enhancement of the collection of the Occupational Code at the time of *DCNetworks* or UI registration. The Occupational Code will allow additional automated processes for job and skills matching providing UI claimants and other job seekers with job openings.

This system has been designed with the employer as the key customer. It is an integrated system that enables staff to efficiently assist employers and businesses to ensure that desired results are achieved. It is a system that is also designed for independent use by employers. *DCNetworks* provides a full range of One-stop system services to employers via the internet giving them control over their search for employees from any location. Employers can post job openings, review resumes, find qualified employees, learn about unemployment insurance, the job market, education and training offerings, and other services. Special initiatives will be implemented to ensure that employers understand the full benefits of DCVOS as the newest technology to improve the way they conduct business and fulfill their workforce requirements.

Training activities are captured and the individual's training provider and training progress can be tracked through *DCNetworks*. High growth high demand occupations are readily displayed for individual to use as a planning tool for their career enhancement. Future plans call for the implementation of an on-line training application where an individual can complete and submit

the application for staff review, determination of WIA eligibility, and referral to training, if appropriate. Training providers are also given the ability to access the system and directly add/modify program and performance information about their institution and the programs they offer.

All Federal reports are generated using *DCNetworks* for both WIA and Wagner Peyser. Reports are run from the data validation file, using the DOL provided software, for submission. Data Validation activities have been carried out using *DCNetworks* as the base repository for the individual records.

Future plans for Data Validation include imaging the required documents eliminating the need for costly paper files. In the next two years, the plan is to detail the requirements and establish a pilot project for imaging these documents at the time of WIA registration.

This year, *DCNetworks/DOES* will also implement scan cards so that workshops, case manager visits, and other One-Stop activities can be automatically entered into the system increasing the reliability of recorded data thereby making more efficient use of case manager time.

The staff that oversees *DCNetworks* has been consistent in maintaining and protecting the validity of the data in the system. The District has dedicated considerable resources to this effort and, because it is inclusive of all programs, the system data presents the most fair and accurate portrayal of services.

- A. ***What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local Boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)***

The District of Columbia's workforce development system has evolved through numerous changes over the past five years. Five major stovepipe programs have now been integrated into a single service delivery system DC Virtual One-Stop (DCVOS). DCVOS is a web-based system that provides a full range of one-stop services to employers, individuals, providers and staff. The integration of these programs into one system has eliminated duplication, reduced operational costs and allowed the workforce development system to allocate those resources for service delivery and training.

Technology has been a major player in changing the climate of how we do business. DCVOS allow individuals to be more hands on in their job and training endeavors all without staff intervention or assistance. This enhancement along with staff cross training has allowed the workforce

development system to utilize existing staff to deliver multiple services which again has allowed the system to target more resources to service delivery and training.

As discussed earlier, over the life of the five year plan, as many as thirteen One-Stop Career Centers have been strategically located throughout the city. However technological advancements have streamlined service delivery and enabled the District to close some centers and adjust services in others.

***B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).***

The District of Columbia uses the funds reserved for statewide activities in accordance with the Mayor's priorities as follows:

- Strengthening the linkage between workforce and economic development
  - Strengthening business services
  - High growth high demand industry training
- Addressing District literacy issues
- Supporting DC Public Schools Career Academies
- Continued improvement in services for LEP customers
  - Material Translation
  - Staff
  - Technology
- Expand the network of faith and community-Based partnerships
  - Hot Spots
  - Ex-Offenders
  - TANF

The District will continue to invest in all WIA required statewide employment and training activities and several optional activities in support of Mayor Anthony Williams' goals for the public workforce investment system. The activities are consistent with WIA Title I-B Sec.134 (a)(2)(B) and Sec. 134 (a)(3). Statewide activities include:

- Evaluating the provision of services offered by the One-stop system;
- Maintain and improve Virtual One-Stop;
- Maintain the District's list of eligible training providers;
- Assist in the operation of the One-Stop Career Center system;
- Provide technical assistance to One-Stop staff;
- Provide capacity building and technical assistance to partners;
- Implement innovative customized/incumbent worker training; and
- Implement programs targeted to the District's Persistent Problem Areas.

In addition, the District will reserve up to 25% of dislocated worker funding for Rapid Response activities. It is District's intent to use the Governors 15% set side pursuant to Wagner-Peyser section 7 (b)(2), as amended, to support

staff positions in the One-Stop Career Centers to allow the one-stop staff to provide a higher level of services to claimants that face significant barriers to reemployment. These early interventions benefit both business and individuals by rapidly addressing claimants' needs and reducing the interval between unemployment and successful reemployment and job retention.

**C. *Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192 .)***

The District of Columbia is submitting as a part of this plan the following waivers to further enhance the District's workforce investment system. Detailed explanations of each are (Attachment I)

- A waiver to increase the transfer of funds up to 100% of a program year allocation between the Adult and Dislocated Worker funding streams.
  - More workforce customers will have access to core, intensive and training services
  - WIA Administrators will have added flexibility to move funds where they are needed
- A waiver to allow DVOP and LVER staff to provide services to universal one-stop customers when circumstances dictate the need.
  - Better and more effective use of staff resources in the one-stop centers.
- A waiver of the 30% Out of School youth expenditure requirement.
  - Will allow the District to continue its extremely effective in school programming.
- A waiver allowing additional time to recertify training providers.
  - Will allow more time to assess performance

**D. *Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.***

**1. *Describe the State's performance accountability system, including any state-system measures and the state's performance goals established***

***with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)***

The District's performance accountability system focuses on the 17 required WIA measures and the attendant Wagner-Peyser measures. The DCWIC and its technical contractor, Corporation for a Skilled Workforce, initiated discussion with DOES regarding additional measures, but there have been no follow-up discussions. For the most part, the District is working to prepare staff, particularly youth staff, and tailor DCVOS to answer Common Measure requirements.

Internal performance reports have been developed to monitor staff follow-up on WIA cases. DOES has access to a daily copy of the database so that customized and ad hoc reports can be created at any time to meet federal, local or city requirements. *DCNetworks*/DOES management uses these reports and others to develop a comprehensive reporting framework for all programs that are part of the agency's service delivery to its customers. *DCNetworks* participates in WRIS and FEDES in an effort to ensure accuracy that validates employment data in the system.

Customer expectations are solicited through personal contact, surveys, and various customer and advocacy groups. These expectations lead to identification of customer outcomes and goals. These goals are the focal point of the performance accountability system. In the District we have defined our key business processes to be:

- Case Management
- Eligibility
- Business Services
- Unemployment Insurance
- Youth Services

Processes include:

- Identifying the Key Business Processes
- Determining Measures of Performance
- Monitoring the Indicators
- Continuous Revision and Improvement



DOES has implemented the following performance management tools to review the programs and processes operating within its one-stop delivery system:

- Monthly Report Card – an overview of all workforce related programs and activities. It relays areas of continuous improvement and workforce system weaknesses.
- Case Management Institute (CMI) – CMI was developed to standardize best practices in case management for all staff responsible for providing employment related services to customers.
- Quality Assurance (QA) Team – QA continuously monitors overall performance through system generated reports. These reports measure multiple elements of case management productivity.
- Customer Satisfaction Reports (CSR) – CSR are used to monitor the quality of services provided by the Districts One-Stop Career Centers. Customer feedback is reviewed and appropriate recommendations are made to provide continuous improvement of services.
- Technical Performance Team (TPT) – This diverse team consist of program and performance staff; system administrators; workforce project leaders; and senior managers who identify areas where technical and administrative assistance is needed.

Overall, the District has performed exceptionally well on all federal youth standards, fairly well with dislocated workers, and our performance with adults was rather average although negotiated standards were met. Of particular concern is the Adult Placement Rate.

Since the height of the most recent recession, the national unemployment rate has fallen from 6.3% in June 2003 to 5.4% in February 2005. In the District however, the unemployment rate has climbed to its highest level since August 1998, reaching 9.0% in December 2004. On the urban-rural continuum nationally, economic and employment growth has been most robust in suburban and exurban areas while inner cities have lagged behind significantly. This phenomenon certainly pertains to the Washington metropolitan area where the PMSA has an unemployment rate (3.1%) that is 64% lower than that of the District. Looking at other major cities, the District ranks in the middle, doing better than cities such as Detroit, for example, which has a 13.6% unemployment rate and Fresno at 11.2%, but not as well as Richmond and New Orleans, which both have unemployment rates of 6.1%.

Within the District, efforts to put residents to work are hampered by the existence of a significant population cohort that is unable to productively participate in the workforce. These individuals confront a daunting complex of workforce participation barriers. Many lack the education necessary to thrive in the 21<sup>st</sup> century labor market. The District suffers a

school dropout rate that is among the highest in the nation and ranks near the bottom nationally in adult literacy.

Unemployment, income, and social pathology data demonstrate that the great majority of chronically unemployed, hard-to-serve District residents are concentrated in a limited number of discrete geographical pockets located throughout the District. These pockets of misery are characterized by high crime rates, large numbers of at-risk youth, debilitating poverty, and pervasive substance abuse.

Literacy and other barriers aside, the continued narrowing of the District's economic base presents enormous problems in terms of the District's capacity to place its citizens in quality jobs.

- 2. *Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)***

The District does not specifically target any applicant groups for tracking. However, DCVOS has the capacity to track and report on any applicant group. We are able to track and report on applicant groups by locations that include city quadrants, zip codes, voting wards, and census tracts. DCVOS enables the workforce development system to support various local economic development initiatives.

- 3. *Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?***

Currently, the District does not have formal performance measures in addition to those prescribed by WIA. However, the DCWIC One Stop Committee has been looking at ascribing several new measures important to the local area.

- 4. *Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)***

DCVOS is the District's integrated common data/reporting system that also serves as a powerful online job seeker/workforce services system. It was specifically designed for job seekers, students, case managers, employers, training providers, workforce professionals, and others seeking benefits and services. Currently, we are finalizing a DCVOS enhancement that will allow partners to utilize the system to case manage customers

enrolled in the *DCNetworks* system. *DCNetworks* participates in WRIS and FEDES data exchanges in an effort to ensure accuracy that validates employment data in the system.

The DCVOS information system has begun receiving information from the UI system automatically. UI registrants are automatically registered in DCVOS and individuals are encouraged to perform job searches as a part of their employment outreach. Significant UI activities, such as First Pays, Issues Placed/Resolved, ERP Interviews and Claim Exhaustion are to be imported in the near future so that the customer's service history will be included in UI services as well as services from all other programs. This will enable case managers from multiple program areas to review the array of services provided and avoid duplication of effort. Future plans call for tighter integration with checking DCVOS to see that job searches and referrals have either been staff recorded or the individual has used the system to search for jobs.

**5. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)***

The Mayor and DCWIC will continue to encourage the private sector to take a significant role in public/private partnerships. This will continue to occur as private sector allies increasingly see these partnerships as directly and positively impacting their business operations. Partnerships do and will require frank input and feedback from partners, educating partners on their responsibilities, and clarifying what each contributes to the success of all. DOES will continue revamping the partnerships with other government agencies, especially those outlined in WIA. "Turf battles" have and will continue to be reduced and trust increased through the common goals that have been established and the open communication that currently exists.

The Mayor and the DCWIC have agreement on the following strategies to ensure collaboration with key partners and continuous improvement of the District's workforce investment system:

- To support the District's economic development plan;
- To enhance workforce system capacity building among partners;
- To increase DCWIC business participation by soliciting ideas on the District's workforce system to elevate it to a fully demand-driven system;
- To improve efficiency by improved integration among partners and elimination of duplication;
- To fully support literacy programs.

**6. *How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)***

The DCWIC along with the Workforce Development Bureau evaluate performance at various levels and timeframes. This evaluation process encompasses the review of weekly reports related to case management, training, and exits and follow-up by the Bureau's performance team. In the event of current or projected negative performance expectations, immediate technical assistances is provided to the problems area(s) with timeframes for improvement. Further, the Bureau collects information on various workforce programs activities for monthly report cards which city agencies must prepare for the Mayor. These monthly report cards provide the Mayor and the Deputy Mayor for Economic Development with current information to compare and/or contrast performance against Federal quarterly, annual, and other local workforce system reports. The DCWIC reviews and provides comments/recommendations on all federal reports submitted by the District. Periodically, the DCWIC's One-Stop Committee will also request performance updates.

**7. *What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.***

Presently the District is moving toward full implementation of Common Measures polices. The District is part of a consortium consisting of the six states that use the proprietary Virtual One-Stop base product, for WIA and Wagner-Peyser programs. Conference calls have already taken place on the system specifications for the individual registration requirement, literacy and numeracy, and Wagner-Peyser participation.

In addition, the District has undertaken the following actions:

- Analysis and review of impact on the *DCNetworks* system;
- DCVOS specification review to determine cost and conversion timeframe;
- Presented Common Measures to the DCWIC employers for analysis and recommendations;
- Initial training of performance and management teams;
- First round training for performance, management, and one- stop staff;
- Processing current performance data into the Common Measure outcomes;

- Discussing program realignment to achieve Common Measure performance.

8. *Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)*

Performance targets are applied to all one-stop centers and quarterly reports are generated. Weekly reports are produced and sent electronically to assist case managers to monitor employment status of current and former participants. Based on monthly reviews DOES identifies centers or staff needing technical assistance.

Customers who are dissatisfied with the EEO's resolution of their complaint, may file a complaint with the CRC. Such complaints must be filed within 30 days of the date the customer received Notice of Final Action.

### WIA Negotiated Performance Standards

Dislocated Worker	PY' 05	GPRA'04	PY' 06	GPRA'05
Adult Placement	79.0%	82.0%	81.0%	83.0%
Retention	85.6%	91.0%	86.6%	92.0%
Earned Placement	86.8%	N/A	87.0%	N/A
Earned Credential	65.2%	N/A	66.2%	N/A
Credentials	59.0%	N/A	60.0%	N/A

<b>Older Youth</b>				
<b>Placement</b>	87.0%	<b>68.0%</b>	88.0%	<b>69.0%</b>
<b>Retention</b>	93.0%	<b>79.0%</b>	93.5%	<b>80.0%</b>
<b>Earning Gained</b>	3,167	<b>N/A</b>	3,198	<b>N/A</b>
<b>Credentials</b>	52.0%	<b>N/A</b>	53.0%	<b>N/A</b>
<b>Younger Youth</b>				
<b>Skill Attainment</b>	83.0%	<b>N/A</b>	84.0%	<b>N/A</b>
<b>Credentials</b>	63.0%	<b>53%</b>	64.0%	<b>53%</b>
<b>Placement/Retent.</b>	60.0%	<b>N/A</b>	60.3%	<b>N/A</b>
<b>Customer</b>				
<b>Satisfaction</b>				
<b>Participant</b>	70.0%	<b>N/A</b>	71.0%	<b>N/A</b>
<b>Employers</b>	70.0%	<b>N/A</b>	71.0%	<b>N/A</b>

## ***Administrative Provisions***

### ***9. Provide a description of the appeals process referred to in §116(a)(5)(m).***

If a complainant does not receive a decision within 60 calendar days of filing the complaint or receives an unsatisfactory decision, the complainant then has the right to request a review of the complaint by the Mayor of the District of Columbia or his designee. The request for Mayoral review must be filed within 10 calendar days of the adverse decision or 10 calendar days from the date on which the complainant should have received the decision. The Mayor or the designee will issue a decision within 60 calendar days. Should the Mayor or his designee fail to provide a decision within 60 calendar days of the complainant's request for review or should the complainant dispute the decision of the Mayor or his designee, the complainant may file an appeal with the Secretary, U.S. Department of Labor.

Appeals to the Secretary, U.S. Department of Labor, based on lack of timeliness on the part of the District must be made within 120 calendar days of the date that the request for Mayoral review was filed. Appeals based on a dispute of the Mayoral decision must be filed within 60 calendar days of the date the Mayor decision was issued. The Secretary, U.S. Department of Labor, must make a final decision on an appeal no later than 120 days receiving the appeal. Appeals to the Secretary, U.S. Department of Labor, must be submitted by certified mail, return receipt request to: The Secretary; U.S. Department of Labor, Attn: ASET, Washington, DC 20210

### ***10. Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188.***

To ensure the District is fully compliant with the non-discrimination requirements outlined in §188 an Equal Employment Officer (EEO) has been appointed to monitor, investigate, and review written policies. The EEO officer has the same responsibility regarding persons with disabilities. If a customer wishes to lodge a EEO complaint they must do so within 180 days from the date of the alleged violation with the designated EEO Officer. Customers can also opt to file a complaint directly with the U.S. Department of Labor's Civil Rights Center (CRC).

Customers electing to file a complaint with the EEO Officer, must wait until a written Notice of Final Action, or until 90 days have passed, whichever is sooner, before filing with the CRC. If a written Notice of Final Action is not received within 90 days of the filing of the complaint, the customer does not have to wait for a decision to be issued, but may file a complaint with the CRC within 30 days of the expiration of the 90-day period.

## XI. Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132.  
(§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
  - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - c. the State has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215).)



5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:

- 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

- 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

- OMB Circular A-87 --Cost Principles (as amended by the Act)

- Assurances and Certifications:

-SF 424 B --Assurances for Non-construction Programs

-29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20

-CFR part 93 --Certification Regarding Lobbying (and regulation)

-29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

•Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.

12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.

13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.

14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully

with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity;
- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

The State assures that funds will be spent in accordance with the Workforce Investment Act, the Wagner-Peyser Act and their regulations, written Department

of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

Name of WIA Title I Grant Recipient Agency:

**ATTACHMENT B**  
**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient Agency:**\_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone Number:\_\_\_\_\_

Facsimile Number:\_\_\_\_\_

E-mail Address:\_\_\_\_\_

**Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):**

\_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone Number:\_\_\_\_\_

Facsimile Number:\_\_\_\_\_

E-mail Address:\_\_\_\_\_

**Name of WIA Title I Signatory Official:**\_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone Number:\_\_\_\_\_

Facsimile Number:\_\_\_\_\_

E-mail Address:\_\_\_\_\_

**Name of WIA Title I**

**Liaison:**\_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone Number:\_\_\_\_\_

Facsimile Number:\_\_\_\_\_

E-mail Address:\_\_\_\_\_

**Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:**

Address: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Facsimile Number: \_\_\_\_\_  
E-mail Address: \_\_\_\_\_

**Name and title of State Employment Security Administrator (Signatory Official):**

\_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Facsimile Number: \_\_\_\_\_  
E-mail Address: \_\_\_\_\_

As the Governor, I certify that for the State/Commonwealth of \_\_\_\_\_, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor \_\_\_\_\_

Signature of Governor \_\_\_\_\_ Date \_\_\_\_\_

**ATTACHMENT D**  
**LOCAL PLANNING GUIDANCE FOR**  
**SINGLE WORKFORCE INVESTMENT AREA STATES**

**I. Local Plan Submission**

Section 118 of the Workforce Investment Act requires that the Board of each local workforce investment area, in partnership with the appropriate chief elected official, develop and submit a comprehensive Local Plan for activities under Title I of WIA to the Governor for his or her approval. In States where there is only one local workforce investment area, the Governor serves as both the State and local Chief Elected Official. In this case, the State must submit both the State and Local Plans to the Department of Labor for review and approval. States may (1) submit their Local Plan as an attachment to the State Plan or (2) include these elements within their State Plan, and reference them in an attachment.

The State Planning Guidance on plan modifications and the plan approval process applies to a single workforce investment area State Local Plan, with one addition: The Department will approve a Local Plan within ninety days of submission, unless it is inconsistent with the Act and its implementing regulations, or deficiencies in activities carried out under the Act have been identified and the State has not made acceptable progress in implementing corrective measures. (§112(c).)

**II. Plan Content**

In the case of single workforce investment area States, much of the Local Plan information required by section 118 of WIA will be contained in the State Plan. At a minimum, single workforce investment area State Local Plans shall contain the additional information described below, and any other information that the Governor may require. For each of the questions, if the answers vary in different areas of the State, please describe those differences.

**A. Plan Development Process**

1. Describe the process for developing the Local Plan. Describe the process and timeline used to provide an opportunity for public comment, including how local Chief Elected Officials, representatives of businesses and labor organizations, and other appropriate partners provided input into the development of the Local Plan, prior to the submission of the Plan. (§ 118(b)(7).)

2. Include with the local Plan any comments that represent disagreement with the Plan. (§118(c)(3).)

**B. Services**

1. Describe the One-Stop system(s) that will be established in the State. Describe how the system(s) will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment and training needs of employers, workers and job seekers throughout the State. Describe the

process for the selection of One-Stop operator(s), including the competitive process used or the consortium partners. (§ 118(b)(2)(A).)

2. Describe and assess the type and availability of youth activities, including an identification of successful providers of such activities. (§118(b)(6).)

#### C. System Infrastructure

1. Identify the entity responsible for the disbursement of grant funds, as determined by the Governor. Describe how funding for areas within the State will occur. Provide a description of the relationship between the State and within-State areas regarding the sharing of costs where co-location occurs. (§ 118(b)(8).)
2. Describe the competitive process to be used to award the grants and contracts in the State for WIA Title I activities. (§ 118(b)(9).)